



**Response to
Request for Qualifications for the
Indianapolis Parking System
March 12, 2010**

**Parking Solutions, Inc.
850 Michigan Avenue
Columbus, Ohio 43215**



March 12, 2010

Mr. Don Devendorf
Vice President
Morgan Stanley & Co. Incorporated
1585 Broadway, Floor 33
New York, NY 10023

Michael Huber
Director of Enterprise Development
Office of the Mayor
City-County Building Suite 2501
200 East Washington Street
Indianapolis, IN 46204

Dear Mr. Devendorf & Mr. Huber,

On behalf of all Parking Solutions, Inc. (PSI) associates, thank you for providing us with the opportunity to submit our qualifications to manage the Parking System Garages & Lots. Our response to your request for qualifications is attached, but we'd like to provide the shortened version of why PSI should be the operator of choice for the Parking System Garages & Lots:

1. **Expense Management** – We don't just talk about it, we produce results. Recently we were awarded Ohio State University's South Campus Gateway parking facility, following its management by one of our large national competitors. In one short year, we were able to decrease operating expenses by \$37,000, decrease payroll by \$49,000 and increase gross revenue by \$85,000. PSI is large enough to provide every service you need, yet in constant touch with our field level to support them in delivering exceptional results.
2. **Daily attention to detail** – We know what makes customers unhappy – an unkempt garage, burnt out light bulbs, and poorly functioning equipment. We commit to a daily *walk about* that will identify these problems immediately and address them before the end of the same business day.
3. **Customized Marketing Plan** – We guarantee a customized marketing plan for the Parking System Garages & Lots that *will bring* new business into the facilities.
4. **Experience and around the corner proximity** – We have a regional office located here in Indianapolis. As a member of this community, we have been parking cars in Indianapolis since 2001.
 - We have 18 years of experience in the management and staffing of parking operations.
 - We manage 100+ accounts located throughout the Midwest.
 - We are experienced at providing parking management services for both governmental and quasi-governmental entities: Port Columbus, Columbus Downtown Development Corporation, City of Champaign, Cleveland Hopkins Indianapolis International Airport, and Campus Partners.
 - We employ more than 750 associates; more than 150 in Indiana.
 - We responsibly manage in excess of \$45 million in parking transactions annually.
 - Our customer retention rate is 92.3%.
 - We are experienced with various Parking Access Revenue Control and License Plate Inventory Systems.



5. **Customized Reporting** – You tell us *what* information you want your reports to provide. You tell us *when* you want to see them. You can even tell us *what format* you want them in. We will customize our reports so that they will meet every requirement you have for accuracy, transparency and ease of review. Sample reports include Payroll, Employee Training logs, Shuttle Passenger logs, and Time Clock detail.
6. **Transition Plan** - PSI is experienced at successfully transitioning large accounts. We believe this success is due to our detailed transition plan and our dedicated transition team.
7. **Proactive Management** - PSI will bring fresh ideas to the management of your parking operations.
8. **Commitment to Diversity** – We are committed to a diverse workplace. Currently, our employee base is 42% minority.

Parking Solutions has a solid infrastructure right here in Indianapolis with the experience and expertise to implement and operate a successful and customer focused parking operation. Our competitive pricing structure provides evidence of our strong desire to earn your business. As you review the proposal, please contact myself or Rudy Touvell with any questions or concerns.

Respectfully yours;

Aaron Shocket
President

850 Michigan Ave.
Columbus, OH 43215
614-453-1500
614-207-3945 (cell)
shocketa@parkingsolutionsinc.com

Rudy Touvell
Business Development Manager

850 Michigan Ave.
Columbus, OH 43215
614-453-1504
614-207-3944 (cell)
touvellr@parkingsolutionsinc.com

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Executive Summary



Founded in 1991 in Columbus, Ohio, with just a few employees and one customer, Parking Solutions has expanded to over 100 operations in five states, with more than 750 employees. Founder, Aaron Shocket, remains the company's Chief Executive Officer. From its initial concentration on valet parking, the company has developed a full range of parking services, including mall and lifestyle center parking, hospitality services, hotel attendant services, large-scale garage management, surface lot operation, shuttle bus services, and consultation. Headquartered in Columbus, Ohio, Parking Solutions currently manages parking services throughout the Mid-Western United States. Corporate administrative functions are housed at our headquarters while regional and local offices provide hands-on management of local service operations.

The company owes its success to a strong customer service program developed through extensive employee training reinforced daily in local operations. PSI differentiates itself from its industry peers by its high level of service and professionalism. We want customers to feel great about the services we provide. By extension, we want them to feel great about the organizations that have retained us to manage their parking services operations.

Parking Solutions success is driven from the foundation of our business model:

A Regional Focus

Meaning, we choose **ONLY** to operate facilities located within 300 miles from our headquarters located in Columbus, Ohio. We choose a regionally-focused business model to remain committed to our core competency – we deliver at the curb everyday. To our Founder, Aaron Shocket and our Corporate Business Team, this means being only a local phone call or a short drive away to support our local staff, clients and customers. A Regional Focus is how we deliver on our promise to you and to downtown parkers to provide a professional, friendly and convenient parking experience to every customer.

We are highly experienced in the daily operations of both private and municipally owned metropolitan parking garage operations, with our experience developed at Port Columbus International Airport, Indianapolis International Airport, City of Champaign, South Campus Gateway, Columbus Metropolitan Library and Newport on the Levee (Newport, KY) to name a few. Combined with the unique hospitality expertise we have developed over the past 18 years in providing value-added parking management services in multiple venues, Parking Solutions brings something extra in the arena of premium parking management services.



Bidding Assets

Parking Solutions is seeking qualification on the management of the Parking System Garages & Lots.

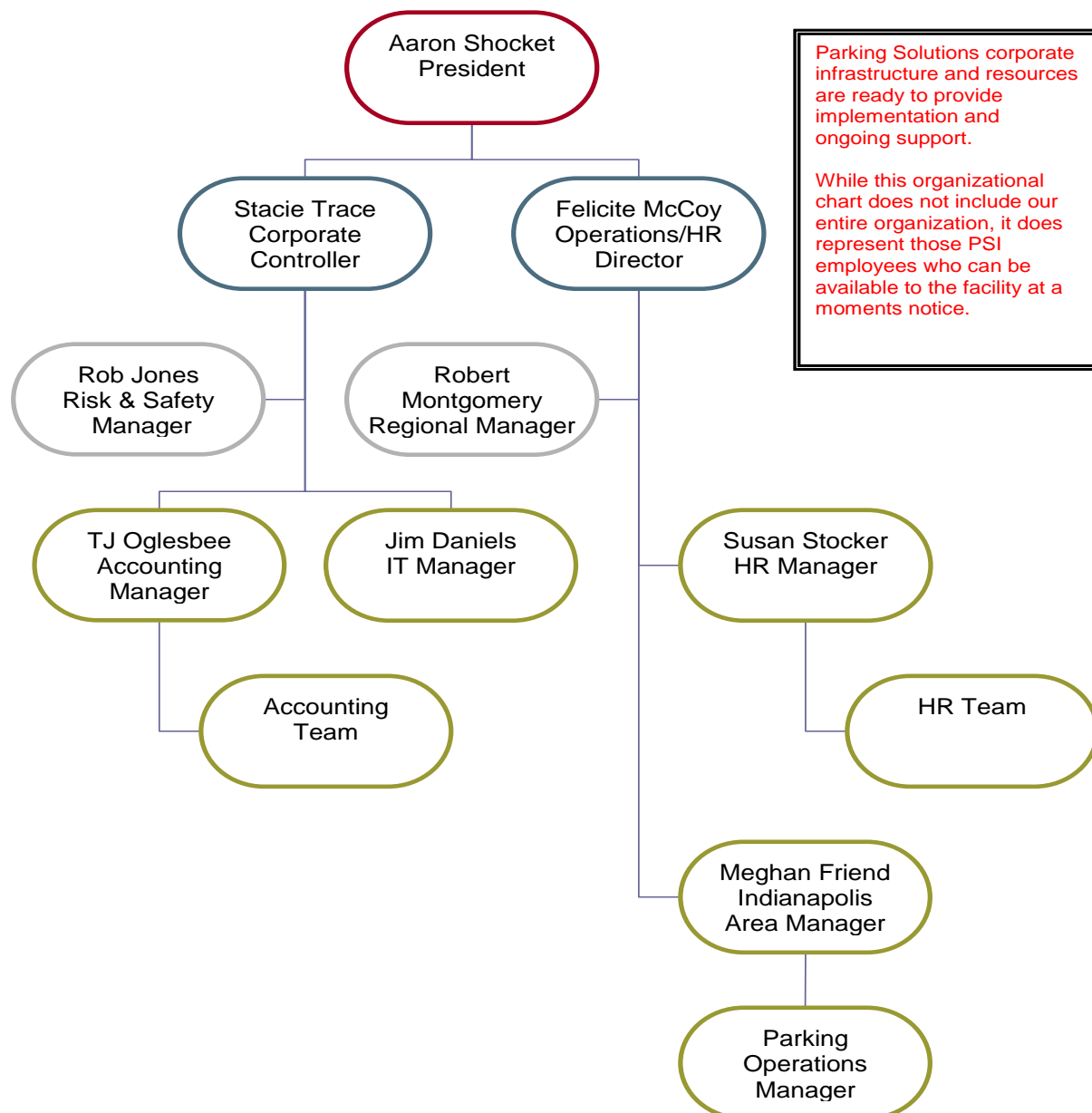
Bidder Information

A. Description of Bidder

Parking Solutions is seeking qualification for the management of the parking garages and lots without teaming up with other entities. Parking Solutions is privately held Ohio Corporation established in 1991. PSI's president, Aaron Shocket, holds 100% of the company's stock.

B. Roles of Bidder Members and Key Personnel

Parking Solutions' Key Personnel:



Felicite McCoy - Director of Operations

As Parking Solutions, Inc. Director of Operations and Human Resources, Felicite McCoy is responsible for all areas of the Operation as well as overseeing all aspects of Human Resources. Felicite's experience has brought the insight that PSI requires in this diverse and ever changing environment. Felicite brings a wealth of knowledge to every area of our operation. With her Customer Relations focus, forward thinking, common sense approach in her career, Felicite has developed strong relationships and loyalty with customers as well as employees. Felicite believes that business wins when two essential entities are always in the forefront: customers and employees. She looks for and instills these qualities and beliefs in all of our associates. Felicite's background includes extensive experience in all facets of human resources and customer service. Felicite holds a Bachelor's Degree in Human Resources from Franklin University.

Robert Montgomery – Regional Manager

Robert came to PSI in 2008, bringing with him 20 years of management experience. Robert started working in retail at the age of 13, working for his family's business. After studying Business Economics and Consumer Law, he went into retail management for a national retailer. Over the next twenty years he worked for national retailers Target and Rite Aid Pharmacy. Robert's career path took him from management to training. He was promoted to the Regional Training Specialist for Rite Aid Corporation, where he coordinated the training of employees from 192 stores in his region. Robert began with PSI as an Area Manager in the Cleveland market, but has since assumed the role as Regional Manager for Parking Solutions where he oversees operations in Indiana, Michigan, Pennsylvania and Northern Ohio.

Meghan Friend – Area Manager

Meghan came to PSI in 2008 bringing an entrepreneurial spirit and passion to grow the business from the ground up. Meghan joined PSI as an Area Manager where she was responsible for 10 accounts including Newport on the Levee and the Greater Cincinnati Northern Kentucky airport. In late 2009 she accepted her current position of Indianapolis Area Manager where she is responsible for 10 accounts including our Indianapolis International airport, City of Champaign, and Indy Live accounts. Prior to coming to PSI, Meghan studied Marketing and Management at the University of Dayton and began working at a national car rental agency after graduation. There she completed a strict management training and development program while learning the business. Meghan chose to focus on business to business sales opportunities in the truck rental division where she opened a new branch and reached growth objectives in only eight months. Over the next three years Meghan managed stores in two cities and focused on employee recruitment and development. During this time these locations ranked in the top 10% nationally in four categories.



Stacie Trace – Corporate Controller

A graduate from the Fisher College of Business at The Ohio State University, Stacie came to Parking Solutions with over 14 years experience in accounting/finance. She has held several leadership positions within the Wendy's organization and prior to joining PSI was the Controller for Café Express, a private equity owned restaurant chain in Houston. Stacie's experiences in accounting operations, financial reporting and analysis, business case analysis, and financial modeling are essential to her role at Parking Solutions. She is currently responsible for developing, leading and directing the finance, risk management and IT teams.

Rob Jones – Safety and Risk Manager

Rob Jones brings over 14 years of experience from his background in law enforcement to his current position as Risk and Safety Manager. While attending Miami University of Ohio, Rob was recruited by the Butler County Sheriff's Department, and in August of 1991, Rob graduated from the Ohio Peace Officers Training Academy. After seven years with Butler County, Rob began working for the City of Lawrenceburg Division of Police. He was certified in 1999 at the Indiana Law Enforcement Academy and was quickly promoted to Sergeant at Lawrenceburg. In April of 2008, Rob joined the PSI team, and is responsible for training and educating new and veteran employees on all safety issues along with negotiating and resolving any claims. He also established the first company safety committee which has been instrumental in lowering incidents by developing a culture of safety companywide.

C. Operator

Parking Solutions will manage the parking garages and lots.

D. Contact Person

Parking Solutions, Inc.
Rudy Touvell, CPP
Regional Business Development Manager
850 Michigan Avenue
Columbus, Ohio 43215

(Phone) 614-453-1504

(Fax) 614-675-6019

(Email) touvellr@ParkingSolutionsInc.com



E. Controlling Interest

PSI's president, Aaron Shocket, owns 100% of Parking Solutions' stock.

F. Expected Advisors

Name: Beth Alloway
Firm: The Huntington National Bank
Title: Vice President
Address: 41 South High Street, HC0810
Columbus, Ohio 43215
Telephone: (614) 480-4707

Name: Frank Yankovich
Firm: Yankovich, Adelman, Johnson, Stevenson CPAs
Title: Partners
Address: 350 East First Avenue, Suite 150
Columbus, Ohio 43201
Telephone: (614) 944-5060

Name: Tom Pampush
Firm: Schottenstein, Zox, and Dunn Co. LPA
Title: Partner
Address: 250 West Street
Columbus, Ohio 43215
Telephone: (614) 462-2700

Name: David Paragas
Firm: Barnes & Thornburg, LLP
Title: Partner
Address: 21 East State Street #1850
Columbus, OH 43215
Telephone: (614) 628-0096

G. Comparable Projects

Parking Solutions is experienced at managing governmental and quasi-governmental owned parking facilities throughout the Midwest.

Port Columbus International Airport: Parking Solutions provides garage and surface lot management, Curbside Valet service, shuttle service, taxi starter, maintenance teams, license plate inventory personnel, money counters, supervisors and management to Port Columbus International Airport. At Port Columbus, we have successfully implemented a cross-training staffing where by employees are trained to complete various business functions, which lowers overall labor hours and reduces expenses from their previous provider. In addition, with Parking Solutions, Port Columbus experienced their highest parking revenue year in the history of the airport in 2007 topping just over \$28 million.

Newport on the Levee: Parking Solutions has provided valet attendants, cashiers, maintenance personnel, shuttle drivers, way finders (traffic controllers), accounting personnel, supervisors and managers for this Lifestyle Shopping Center located in Greater Cincinnati since 2002. Newport on the Levee has a 1900 stall multi-level parking garage (which is owned by the City of Newport, Ky) and two 300+ stall surface parking lots that use Federal APD revenue control equipment. Parking Solutions provides more than 65 full and part time employees to manage this operation that generates more than \$2.85 million dollars annually.

South Campus Gateway: Parking Solutions has provided cashiers, maintenance personnel, accounting personnel, supervisors and managers for this mixed-use facility located on the Ohio State University's campus since 2007. South Campus Gateway has a 1500 stall multi-level parking garage (which is owned by the quasi-governmental agency Campus Partners) that uses Federal APD revenue control equipment. Parking Solutions provides more than 25 full and part time employees to manage this operation that generates more than \$1.5 million dollars in parking revenue annually.

Capital Square parking facilities: Parking Solutions provides cashiers, maintenance personnel, accounting personnel, supervisors and managers for these downtown parking facilities located in Columbus, OH. The Capital Square parking facilities are comprised of a 1500 stall multi-level parking garage and two 120 space parking lots that generate more than \$2 million dollars in parking revenue annually.

City of Champaign: Parking Solutions has provided cashiers, maintenance personnel, accounting personnel, supervisors and managers for this downtown parking facility located in Champaign, IL since 2009. The City of Champaign garage is a 650 stall multi-level parking garage (which is owned by the City of Champaign) that uses Amano revenue control equipment.

4th & Elm Garage: Parking Solutions provides cashiers, maintenance personnel, accounting personnel, supervisors and managers for this downtown parking facility located in Columbus, OH. The 4th & Elm garage is a 680 stall multi-level parking garage (which is owned by the City of Columbus) that uses Federal APD revenue control equipment. Parking Solutions provides more than 10 full and part time employees to manage this operation.

H. References

Client	Contact Name	Address	Phone	Management Structure
Port Columbus International Airport	Charlie Goodwin– Director of Operations	4600 International Gateway Columbus, OH 43219	(614) 239-4000	Reimbursable Contract
Newport on the Levee	Ellen Prows General Manager	1 Levee Way, Suite 1113 Newport, KY 41071	(859) 291-0550	Reimbursable Contract
South Campus Gateway Garage	Jim Heinen – General Manager	1556 N. High St Columbus, OH 43201	(614) 247-5884	Reimbursable Contract
Capital Square, Ltd.	Tammy Dosch	34 S. Third Street, 1st floor Columbus, OH 43215	(614) 461-5295	Reimbursable Contract
Continental Real Estate	Jeffrey Wolf	150 East Broad Street, Suite 310 Columbus, OH 43215	(614) 221-1800	Reimbursable Contract
City of Champaign	Elizabeth Hannan	713 Edgebrook Drive Champaign, IL 61820	(217) 403-4700	Reimbursable Contract
City of Columbus / Columbus Downtown Development Corporation	Amy Taylor	150 S. Front Street, Suite 210 Columbus, Ohio 43215	(614) 545-4732	Reimbursable Contract



1556 North High Street
Columbus, Ohio 43201
www.southcampusgateway.com

T 614 247-5940
F 614 247-5935

January 20, 2010

To whom it may concern,

This letter is being crafted to illustrate the successful & collaborative relationship that South Campus Gateway has with Parking Solutions Services. We are moving into our third season with PSI and have found them to be a strategic partner that is able to act locally while staying focused on the long term organizational demands of our project.

Since the onset PSI has brought value to the table in how our diverse mosaic of customers are served. Gateway is home to Senior University Executives, Graduate and Undergraduate Students, core University Departments, as well as our retail services; all of which illustrate a wide band of expectations, interactions, and lifecycle windows.

PSI understands that while revenue and profit are necessity, the greater focus and ultimate priority is the overall parking experience and what the take away perception that our transient and monthly customers depart with.

We have very high performance thresholds and through my weekly financial and operational updates have found them to not only have their hand on the pulse of what we do, but already bringing future forecasts & thinking to the table.

Should you have any questions or want to discuss the SCG Parking Services operation further please contact me at your convenience.

Sincerely,

Jim Heinen
General Manager
South Campus Gateway

Comments:

“I wanted to drop you a note and let you know how pleased I am with Parking Solutions’ management of the Newport On The Levee parking facility since August of 2002.

Our experience with PSI’s assuming management following Central Parking System’s departure has been one of overall improvement, marked by dramatic improvements in customer service, facility and employee appearance, professionalism of PSI’s local Cincinnati management team, and fiduciary performance of the facility. It is safe to say that the Levee Parking Facility has experienced a 30% overall increase in bottom line performance since PSI began managing the parking operation.

In addition, the added value a company that has its roots in the valet business can bring is apparent in the enhanced performance of the valet service the Levee provides for our restaurant patrons.

Finally, I think it is important to note that I have found that working with a smaller, regionally-based and focused company like Parking Solutions has definitely benefited the City of Newport. Your company has repeatedly demonstrated how important our business is to it over time, and has consistently made us feel you regard the Levee as an “A-account”.

Ellen Prows, General Manager



COLUMBUS REGIONAL AIRPORT AUTHORITY
PORT COLUMBUS • RICKENBACKER • BOLTON

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Elaine Roberts, A.A.E.
President & CEO

March 13, 2008

To Whom it may Concern:

This letter will serve to provide a reference for Parking Solutions, Inc. Parking Solutions, Inc. began providing curbside valet parking at Port Columbus International Airport in November 2000.

Parking Solutions, Inc. has been extremely cooperative in any implementation requirements needed for the challenging security changes in the Airport industry. In addition, Parking Solutions, Inc. has been very responsive and professional regarding any policy changes including customer service issues that we may experience.

I would highly recommend Parking Solutions, Inc. to be considered for any parking needs.

Sincerely,

Tracey Pomeroy, CPP
Parking Manager
Columbus Regional Airport Authority
Phone: (614) 239-5009
Fax: (614) 239-2214
Email: tpomeroy@columbusairports.com

Port Columbus International Airport
4600 International Gateway
Columbus, Ohio 43219
Phone: 614-239-4000
Fax: 614-239-4066

Rickenbacker International Airport
7161 Second Street
Columbus, Ohio 43217
Phone: 614-491-1401
Fax: 614-491-0662

Bolton Field Airport
2000 Norton Road
Columbus, Ohio 43228
Phone: 614-851-9900
Fax: 614-851-8959

Technical Capabilities

A. Operations and Maintenance Expertise

i) Substantial urban parking facility maintenance and operation experience.

Parking Solutions' management system is based on our dedication to providing excellent customer service while ensuring that the asset's ROI is meeting or exceeding the owner's expectations. Please review the following sections to see what makes our management system different from our competitors.

ii) Advanced knowledge of parking facilities maintenance, repair, construction, and practical application of equipment and materials in parking facility operations.

Due to the structural components of parking garages being exposed to extreme temperature changes, rain, snow, corrosive deicing chemicals they require routine maintenance to extend their service life. In addition to increasing service life and reducing long term structural repairs, a comprehensive maintenance program will produce a cleaner, safer and more user friendly garage which promotes repeat business. A well maintained parking garage also portrays a positive image of the owner, operator, adjacent businesses or even an entire city for structures located at airports or major downtown areas. It is essential for a maintenance program to be a primary focus in the operation of all parking structures.

Below is a proposed janitorial and preventative plan for your review.

Task	Frequency
Emptying of garbage receptacles	
• No trash shall be allowed to accumulate on the ground on any parking deck	Daily
• Trash receptacles shall be emptied daily	Daily
Inspection of Decks	
• The floors of parking decks shall be kept free from grime, dirt, and debris	Daily
• Clean employee restroom	Daily
• Sweep floors	Weekly
• Power washing all floors	Annually
• Degreasing of floors using high pressure water	Quarterly
Inspect light fixtures	
• Damaged shade or bulb covers shall be reported and replaced	Daily
• Damaged fixtures shall be replaced	Daily
• Burned out light bulbs shall be replaced	Daily

<ul style="list-style-type: none"> • Check illuminated emergency exit signs 	Daily
<ul style="list-style-type: none"> • Damaged emergency and exit signs will be reported and replaced immediately 	Daily
<ul style="list-style-type: none"> • Burned out emergency and exit signs will be replaced or repaired immediately 	Daily
<ul style="list-style-type: none"> • Inspect Drains 	Daily
<ul style="list-style-type: none"> • Floor drains will be kept free of debris 	Daily
<ul style="list-style-type: none"> • Debris that collects on or at floor drains will be removed immediately. 	Daily
Glass Cleaning	Daily
<ul style="list-style-type: none"> • All glass doors, windows, and corresponding frames shall be kept free from grime, dirt, and debris. This includes glass window walls 	
Inspect plumbing system	
<ul style="list-style-type: none"> • Check sump pumps 	Weekly
<ul style="list-style-type: none"> • Lubricate sump pumps as needed 	Weekly
<ul style="list-style-type: none"> • Test all RPZ valves (performed by a certified technician) 	Annually
Inspect for and remove all graffiti	
<ul style="list-style-type: none"> • Inspect for graffiti 	Daily
<ul style="list-style-type: none"> • Graffiti shall be removed as promptly as possible using pressure washing or chemicals that will not damage the façade 	48 hours after inspection
<ul style="list-style-type: none"> • Only when absolutely necessary should graffiti be covered by a paint or epoxy 	As needed
<ul style="list-style-type: none"> • Inspect/Remove Insect Infestations 	Daily
<ul style="list-style-type: none"> • Stairways shall be inspected for infestations 	Daily
<ul style="list-style-type: none"> • Infestations shall be remedied within 24 hours 	Daily
<ul style="list-style-type: none"> • Inspect Heating, Ventilation, and Air Conditioning Systems 	Weekly
<ul style="list-style-type: none"> • Clean condensing units 	Semiannually
<ul style="list-style-type: none"> • Check for proper operation 	Daily
<ul style="list-style-type: none"> • Clean filters 	Monthly
<ul style="list-style-type: none"> • Lubricate all grease points as needed 	Monthly
<ul style="list-style-type: none"> • Inspect and replace signage 	Daily
<ul style="list-style-type: none"> • Inspect signage 	Daily
<ul style="list-style-type: none"> • Damaged signage will be replaced 	Weekly

Stairways	
Tasks	Frequency
<ul style="list-style-type: none"> • Trash pickup and emptying of garbage receptacles 	Daily

• No trash shall be allowed to accumulate on the	Daily
• ground in any stairway	
• Trash receptacles shall be emptied daily	Daily
Inspection of Stairways	
• The floors of stairways shall be kept free from grime, dirt, and debris.	Daily
• Sweep floors	Weekly
• Power washing all floors	Annually
• Degreasing of floors using high pressure water	Quarterly
• The handrails of stairways shall be kept free from grime, dirt, and debris	Daily
Inspect light fixtures	
• Damaged shade or bulb covers shall be reported and replaced	Daily
• Damaged fixtures shall be replaced	Weekly
• Replace burnt out bulbs	Daily
• Burned out light bulbs shall be replaced as needed	Daily
Check illuminated emergency and exit signs	
• Damaged emergency and exit signs will be reported and replaced immediately	Daily
• Burned out emergency and exit signs will be replaced or repaired immediately	Daily
Inspect Drains	
• Floor drains will be kept free of debris	Daily
• Debris that collects on or at floor drains will be removed immediately.	Daily
Glass Cleaning	
• All glass doors, windows, and corresponding frames shall be kept free from grime, dirt, and debris. This includes glass window walls.	Daily
Inspect Doors	
• All doors and door jams and frames shall be kept free from grime, dirt and debris	Daily
• All door closers, locking and latching devices shall be inspected and repaired if not operational	Daily
• Inspect Mechanized Doors and make repairs as necessary	Weekly
• Lubricate mechanized doors	Weekly

Inspect for and remove all graffiti

- | | |
|---|-------|
| • Stairways shall be inspected for graffiti | Daily |
| • Graffiti shall be removed as promptly as possible using pressure washing or chemicals that will not damage the façade | Daily |

Inspect and replace signage

- | | |
|------------------------------------|--------|
| • Inspect signage | Daily |
| • Damaged signage will be replaced | Weekly |

Parking & Revenue Control Equipment

Tasks	Frequency
• Perform maintenance as recommended by manufacturer	See Manual
• Backup all system data to DVD and deliver to Parking Office	Weekly

Elevators

Task	Frequency
Trash pickup and emptying of garbage receptacles	
• No trash shall be allowed to accumulate on the ground in any elevator	Daily
• Trash receptacles shall be emptied daily	Daily
Inspection of elevators	
• The floors of elevators shall be kept free from grime, dirt, and debris.	Daily
• Sweep floors	Weekly
• Power washing all floors	Annually
• Degrease floors	Quarterly
• The handrails and walls shall be kept free from grime, dirt, and debris	Daily
Inspect light fixtures	
• Damaged shade or bulb covers shall be reported and replaced	Daily
• Damaged fixtures shall be replaced	Weekly
• Replace burnt out bulbs	Daily
Check illuminated emergency and exit signs	
• Damaged emergency and exit signs will be reported and replaced immediately	Daily
• Burned out emergency and exit signs will be replaced or repaired immediately	Daily

Inspect for and remove all graffiti

- | | |
|---|---------------------------|
| • Inspect elevators for graffiti | Daily |
| • Graffiti shall be removed as promptly as possible using pressure washing or chemicals that will not damage the façade | 48 hours after inspection |
| • Only when absolutely necessary should graffiti be covered by a paint or epoxy | As needed |

Inspect HVAC Systems

- | | |
|---|--------------|
| • Clean condensing units | Semiannually |
| • Check for proper operation | Daily |
| • Clean filters | Monthly |
| • Lubricate all grease points as needed | Monthly |

Inspect elevator mechanicals

- | | |
|--------------------------------------|-----------|
| • Check indicator lights | Weekly |
| • Check cab panels | Weekly |
| • Test cab communications and alarms | Daily |
| • Complete all repairs as needed | As needed |

All Areas

Task	Frequency
• Inspect Fire Suppression and Alarm Systems	Daily
• Check alarm system panel	Weekly
• Check fire suppression system	Weekly
• Perform drum drips	Daily
• Check water cooler	Weekly
• Check desiccant material level	Weekly
• Change desiccant material	Annually
• Check refrigerated air dryer	Twice
• Test Fire Extinguishers (by certified service technician)	Annually
• Inspect fire extinguisher boxes	Weekly
• Damaged fire extinguishers boxes (including glass in front) shall be repaired when found.	As needed
• Fire suppression system and alarm certification (by certified service technician)	Annually
Inspect and repair or replace signage	
• Inspect all signage	Daily
• All damaged signage will be repaired or replaced signage will be added to ensure compliance with all current and future laws	As Needed

iii) Demonstrated understanding in parking facility aging behavior to assess and determine the applicability of remedial maintenance action.

Even well maintained parking structures may require some structural repairs during their service life. Parking structures are subject to harsh environmental exposure, dynamic loading conditions, extreme temperature variations, and destructive chemical attacks from de-icing materials. When required, structural repairs must be designed and specified by a structural engineer experienced in parking structure repair techniques. Repairs that may be required for parking structures include the following:

- **Concrete Deterioration**
- **Expansion Joints**
- **Connection Distress**

Please refer to the proposed preventive maintenance plan to review how we visually inspect the garage to uncover needed repairs.

iv) All the capabilities necessary to successfully operate and maintain the Parking System including routine maintenance, operations management, parking fee management and operations, administration, marketing and public relations, and parking operations.

- **Cash Handling Procedures**
 - **Cashier Start-up**
 - Money in bank is counted by cashier to be certain it is the appropriate amount
 - A Manager gives loop count to start
 - **During operation**
 - Pick-ups are counted by supervisor and cashier - both initial the pick-up
 - Change transaction are counted by both supervisor and cashier
 - Ticket transaction are confirmed by both supervisor and cashier
 - **Cash Drops**
 - Money is counted and confirmed by both manager and cashier/lead valet
 - Loop counts are generated from the PARC system by the supervisor
 - **Cashier Over/Shorts:**
 - Lead cashier and Bookkeeper review cashier over/shorts and accuracy on a regular basis.
 - Cashiers are to be compared with other cashiers who operate the same shift on different days and in different weeks.

- Unusual higher or lower values for particular cashiers should be investigated.
 - Corrective action will be taken as appropriate.
- **Cash Counting**
 - The cash deposits will be counted and verified through daily paperwork every morning by the supervisor(s) or bookkeeper.
 - Cash is counted in a secure, locked location, preferably in view of a security camera.
 - A cash counter is used when the average daily deposits for that site exceed \$1,000.
 - Cash should be bundled, wrapped, and placed into a locked bank bag no later than 10:00 am for the prior day.
 - On the weekend, the cash will still be counted and verified daily, and stored in a safe in a locked bank bag until Monday when deposited directly into the bank. If space provides, a separate safe would be used to hold banks yet to be deposited, limiting the people with access to that particular safe and not taking up space in the drop safe used daily.
- **Deposit**

Deposits will be picked up each week day by armored car and deposited into a bank account approved by the owner.
- **Auditing**
 - **Cash Auditing**

Parking Solutions auditing consists of both on-site and corporate audits. Our auditing process was developed through a collaborative effort of Parking Solutions' staff accounts, operators, and our CPA firm. Our documented auditing process is standardized for every location, but flexible enough to allow it to be used with every type of operation. All financial records for the owner will be stored at the owner's location so that they can be reviewed by its management.

Parking Solutions performs different levels of financial audits; local, regional and corporate.

 - Local - The parking manager will audit the cashiers on a regular basis by conducting a surprise cash count during the cashier's shift and by auditing the cashier's reports with the tickets and the receipt tape turned in with the cashier's drop.
 - Regional - The regional operations manager will audit daily revenue summary against daily shift reports and match those daily bank deposits.

- **Service Inadequacies**

- **How will PSI avoid open / unfilled shifts?**

PSI's plan is to have a full-time manager assigned to this account. This person will be responsible for ensuring that all shifts are filled. All schedules will be entered into our time and attendance system so that our manager will have access to real time reports that will notify them of open shifts. PSI plans to use a mix of full-time and part-time employees to staff the operation. Whenever possible, our manager will fill open shifts with part-time employees so that overtime is kept to a minimum. In the rare circumstance that the manager would be unable to fill an open position, PSI's manager would be required to fill the open shift until a replacement can be found.

- **How will PSI limit overtime?**

PSI's contracts are based on a set hourly rate that does not compensate us if our employees go into overtime; therefore, we as a company have metrics in place to keep overtime at a minimum. Due to these metrics, our company has an overtime percentage of less than 1% of overall payroll. We accomplish this by scheduling a mix of both part-time and full-time employees.

Filling open shifts for planned time off:

Our managers post open shifts on the communication board near the time clock. The first employee that signs up for the shift will be awarded the shift as long as that shift will not put them into overtime for that week.

Filling open shifts for unplanned time off:

Our managers first call part-time employees to cover the open shift, if unsuccessful they will then call full-time employees until the shift is covered. If they can not get the shift covered they are required to work the shift.

- **How will PSI avoid employee tardiness?**

During orientation, PSI sets the expectation that employees are to report to work on-time ready to work. Our manager and supervisors will be responsible for ensuring that the employees are meeting this expectation. PSI's manager will routinely audit employee time punches to work logs and PARCS logs to ensure that employees are actually working when they are on the clock. Employees that are tardy will be subject to corrective action up to and including termination.

PSI's Attendance & Punctuality Policy

Attendance and Punctuality

To maintain a safe and productive work environment, PSI expects employees to be reliable and to be punctual in reporting for scheduled work. Absenteeism and tardiness place a burden on other employees and on PSI. In the rare instances when employees cannot avoid being late to work or are unable to work as scheduled, they should notify their supervisor as soon as possible in advance of the anticipated tardiness or absence.

If you are unable to report to work for any reason, you must personally notify your supervisor within two hours of your scheduled starting time. Your supervisor needs this information to plan for your work. If you can estimate with reasonable accuracy the number of days you will be absent, advise your supervisor of this on your first day of absence. If you must be absent longer than your original estimate, you must again notify your supervisor.

Poor attendance and excessive tardiness are disruptive and will lead to disciplinary action, up to and including termination of employment.

○ **How will PSI avoid poor customer service?**

PSI's mission is to provide a superior experience for our clients and their customers. During orientation, PSI clearly outlines its mission and Customer Commitment (see below). Each employee is held accountable for upholding the Customer Commitment; unfortunately, not every employee will uphold this commitment. When this occurs, PSI's manager or supervisors will complete an investigation. This investigation documents the customer's complaint, employee(s) involved, supervisor(s) on duty, employee's account of the incident, and recommended resolution (see Complaint Investigation Form). This form will be completed and given to the owners within 24 hours of the report being completed. Should the investigation determine that the employee did not uphold PSI's Customer Commitment they will be subject to progressive discipline up to and including termination, based on the severity of the complaint.

Customer Commitment

Customers are among our organization's most valuable asset. Every employee represents PSI to our customers and the public. The way we do our jobs presents an image of our entire organization. Customers judge all of us by how they are treated with each employee contact. Therefore, one of our first business priorities is to assist any customer or potential customer. There is nothing more important than being courteous, friendly, helpful and prompt in the attention you give to customers. Positive customer relations not only enhance the public's perception or image of PSI, but also pay off in greater customer loyalty, increased sales and profit.

COMPLAINT INVESTIGATION FORM

Date:	
Complaint Date:	Time of Complaint:
Complaint: (Write or attach statement):	
Employee (s) Involved:	
Name:	Phone:
Name:	Phone:
Name:	Phone:
Name:	Phone:
Supervisor (s) On Duty:	
Name:	Phone:
Name:	Phone:

COMPLAINT INVESTIGATION FORM (Page 2)

[illegible]

- **How will PSI avoid poor job performance?**

PSI clearly outlines its expectations for employees on the job performance during orientation. Reinforcement of these expectations is provided through follow up training and through audits performed by our manager and supervisors. Those employees that exhibit poor job performance will receive remedial training to correct the issue. Should the employee still exhibit poor job performance after the remedial training, they will be subject to corrective action up to and including termination. The owner will be provided with a report on a monthly basis of all audits, training provided, and corrective actions issued.

- **Reporting Procedures**

PSI differentiates itself from our competitors by offering transparent and custom reports that meet the exact requirements of our customers.

- **Payroll Reports**

Payroll is processed electronically through our payroll provider Paycor. PSI will produce payroll reports from the system that will breakdown payroll by individual, job function and department as backup to our invoice. Sample Payroll Report:

PARKING SOLUTIONS INC.										Labor Costing - T/A Daily Report										Page 5	
Report Date: 11/25/09										Sorted by Company, Region, Location, Employee & Date											
Report Time: 09:10:55										# Copies: 1											
Company: 1 - 1										Date: 09/01/09 - 09/30/09										Location: 59000 - 59022	
Region: 1 - R										Employee: 000001 - TEMP15											
Employee	Date	Pay Code	IN	IN Ex	OUT	OUT Ex	Reg Hours	OT-1	OT-2	Daily Total	Location	Shift/ Pay Expr	Shift/ Schedule								
Company: 1 [PARKING SOLUTIONS INC.]																					
Region: 5 [CLEVELAND]																					
Location: 59000 [U OF M ER - DAYS]																					
498964 [BRAZIL, RYAN]	09/18/09 Fri		6:51 AM		2:28 PM		7.01	0.61		7.62	59000 - U OF	00003-FS	No Sched.								
	09/29/09 Tue		4:00 PM		11:13 PM		7.22			7.22	59000 - U OF	00003-FS									
499103 [PINK, DEVIN]	09/05/09 Sat		4:00 PM*		12:00 AM*		8.00			8.00	59000 - U OF	00003-FS	No Sched.								
	09/06/09 Sun		8:00 AM*		4:00 PM*		7.50	0.50		8.00	59000 - U OF	00003-FS									
	09/07/09 Mon		8:00 AM*		4:00 PM*			8.00		8.00	59000 - U OF	00003-FS									
	09/08/09 Tue		8:00 AM*		4:00 PM*		8.00			8.00	59000 - U OF	00003-FS									
	09/10/09 Thu		8:00 AM*		4:00 PM*		8.00			8.00	59000 - U OF	00003-FS									
	09/12/09 Sat		4:00 PM*		12:00 AM*		8.00			8.00	59000 - U OF	00003-FS									
	09/13/09 Sun		8:00 AM*		4:00 PM*		8.00			8.00	59000 - U OF	00003-FS									
	09/16/09 Wed		7:00 AM*		12:00 PM*		5.00			5.00	59000 - U OF	00003-FS									
	09/19/09 Sat		4:00 PM*		12:00 AM*		8.00			8.00	59000 - U OF	00003-FS									
	09/20/09 Sun		7:00 AM*		5:00 PM*		10.00			10.00	59000 - U OF	00003-FS									
	09/26/09 Sat		4:00 PM*		12:00 AM*		8.00			8.00	59000 - U OF	00003-FS									
	09/27/09 Sun		8:00 AM*		4:00 PM*		8.00			8.00	59000 - U OF	00003-FS									
499104 [GARDNER, IAN]	09/02/09 Wed		8:00 AM*		4:00 PM*		8.00			8.00	59000 - U OF	00003-FS	No Sched.								
	09/03/09 Thu		8:00 AM*		4:00 PM*		8.00			8.00	59000 - U OF	00003-FS									
	09/06/09 Sun		8:00 AM*		4:00 PM*		6.50	1.50		8.00	59000 - U OF	00003-FS									
	09/12/09 Sat		12:00 PM*		4:00 PM*		4.00			4.00	59000 - U OF	00003-FS									
	09/13/09 Sun		8:00 AM*		4:00 PM*		8.00			8.00	59000 - U OF	00003-FS									
	09/19/09 Sat		12:00 PM*		8:00 PM*		6.00			6.00	59000 - U OF	00003-FS									
	09/20/09 Sun		8:00 AM*		4:00 PM*		8.00			8.00	59000 - U OF	00003-FS									
	09/26/09 Sat		12:00 PM*		7:00 PM*		7.00			7.00	59000 - U OF	00003-FS									
	09/27/09 Sun		7:00 AM*		5:00 PM*		10.00			10.00	59000 - U OF	00003-FS									
Location: 59000 [U OF M ER - DAYS] Totals:										1152.32	61.27	0.00	1213.59								

- **Garage Financial & Reimbursement Reports**

PSI provides detailed revenue and reimbursement reports by property. All revenue reports include detailed back-up from the revenue control system and original receipts are included as back-up for expense reimbursements.

Below is a sample detailed monthly report that we provide our reimbursable contract clients

XYZ COMPANY Income Statement For the Month Ending July 31, 2008										
	CURRENT					PRIOR YEAR				
	Jul-09	% of \$0	Budget	% of \$0	Variance	% of \$0	Jul-08	% of \$0	Variance	% of \$0
REVENUE										
Transient Parking Revenue	\$ 10,000	55.6%	\$ 10,000	55.6%	\$ 0	0.0%	\$ 7,400	55.8%	\$ 2,600	53.3%
Monthly Parking Revenue	\$ 5,000	27.8%	\$ 5,000	27.8%	\$ 0	0.0%	\$ 5,000	26.0%	\$ 0	42.9%
Special Event Parking Revenue	\$ 3,000	16.7%	\$ 3,000	16.7%	\$ 0	0.0%	\$ 3,000	18.6%	\$ 0	20.0%
Parking Refunds & Discounts	\$ (30)	-0.2%	\$ (30)	-0.2%	\$ 0	0.0%	\$ (30)	-0.4%	\$ 0	-40.0%
TOTAL REVENUE	\$ 17,970	100.0%	\$ 17,970	100.0%	\$ 0	0.0%	\$ 15,400	100.0%	\$ 2,570	33.6%
COST OF SERVICE										
Salary Labor	\$ 1,500	2.1%	\$ 1,500	2.1%	\$ 0	0.1%	\$ 750	5.0%	\$ (750)	3.4%
Hourly Labor	\$ 4,000	22.3%	\$ 4,000	22.3%	\$ 0	0.8%	\$ 3,850	26.6%	\$ (150)	6.4%
Labor - OT	\$ 10	0.1%	\$ 10	0.1%	\$ 0	0.1%	\$ 10	0.1%	\$ 0	0.0%
Labor - Other	\$ 5	0.0%	\$ 5	0.1%	\$ 0	0.1%	\$ 5	0.0%	\$ 0	0.0%
TOTAL SITE LABOR	\$ 5,515	30.7%	\$ 5,515	30.7%	\$ 0	1.0%	\$ 4,615	34.3%	\$ (900)	3.6%
Payroll Taxes	\$ 50	0.3%	\$ 50	0.4%	\$ 0	0.2%	\$ 90	0.7%	\$ 40	0.4%
Employee Benefits	\$ 10	0.1%	\$ 10	0.1%	\$ 0	0.0%	\$ 30	0.2%	\$ 20	0.2%
TOTAL COS	\$ 5,575	31.0%	\$ 5,575	31.0%	\$ 0	1.2%	\$ 4,735	35.2%	\$ (840)	4.2%
GROSS PROFIT	\$ 12,395	69.0%	\$ 12,395	69.0%	\$ 0	-0.8%	\$ 10,665	64.8%	\$ 1,730	4.2%
OPERATING EXPENSES										
Utilities	\$ 500	2.8%	\$ 500	4.2%	\$ 0	1.4%	\$ 350	2.6%	\$ (150)	-0.2%
Communication	\$ 200	1.1%	\$ 250	1.8%	\$ (50)	0.7%	\$ 75	0.6%	\$ (125)	-0.6%
Cash (over)/short	\$ -	0.0%	\$ -	0.0%	\$ 0	0.0%	\$ 10	0.1%	\$ 10	0.1%
Supplies	\$ 75	0.4%	\$ 100	0.7%	\$ (25)	0.3%	\$ 38	0.3%	\$ (37)	-0.1%
Repair & Maintenance	\$ 125	0.7%	\$ 100	0.7%	\$ (25)	0.0%	\$ 92	0.7%	\$ (33)	0.0%
Operating Vehicle Maintenance	\$ 1,000	5.6%	\$ 900	6.5%	\$ (100)	1.0%	\$ 863	6.4%	\$ (137)	0.9%
Uniforms	\$ 50	0.3%	\$ 40	0.3%	\$ (10)	0.0%	\$ 28	0.2%	\$ (22)	-0.1%
Office Supplies	\$ 75	0.4%	\$ 30	0.2%	\$ (45)	-0.2%	\$ 54	0.4%	\$ (21)	0.0%
Banking Fees	\$ 125	0.7%	\$ 175	1.3%	\$ (50)	0.6%	\$ 198	1.5%	\$ 73	0.8%
Claims	\$ 125	0.7%	\$ 175	1.3%	\$ (50)	0.6%	\$ 225	1.7%	\$ 100	1.0%
Security	\$ 1,000	5.6%	\$ 2,000	14.5%	\$ 1,000	9.0%	\$ 1,000	7.4%	\$ 0	1.9%
Insurance	\$ 500	2.8%	\$ 1,000	7.3%	\$ 500	4.5%	\$ 654	4.9%	\$ 154	2.1%
Occupancy	\$ 350	1.9%	\$ 350	2.5%	\$ 0	0.6%	\$ 52	0.4%	\$ (298)	-1.6%
Marketing	\$ 10	0.1%	\$ 10	0.1%	\$ 0	0.0%	\$ 123	0.9%	\$ 113	0.9%
Travel	\$ 60	0.3%	\$ 60	0.4%	\$ 0	0.1%	\$ 580	4.4%	\$ 520	4.0%
Other	\$ 5	0.0%	\$ 5	0.0%	\$ 0	0.0%	\$ 5	0.0%	\$ 0	0.0%
TOTAL OPERATING EXPENSES	\$ 4,200	23.4%	\$ 5,770	41.9%	\$ 1,570	18.5%	\$ 4,356	32.4%	\$ (156)	9.0%
OPERATING PROFIT	\$ 8,195	45.6%	\$ 6,625	37.1%	\$ 1,570	29.3%	\$ 6,309	42.4%	\$ 1,886	13.2%
Interest (Income)/Expense	\$ 10	0.1%	\$ 20	0.1%	\$ (10)	0.1%	\$ 20	0.1%	\$ 0	0.1%
Depreciation/Amortization	\$ 200	1.1%	\$ 150	1.1%	\$ (50)	0.8%	\$ 15	0.1%	\$ (185)	-1.6%
Total (Gain)/Loss	\$ -	0.0%	\$ -	0.0%	\$ 0	0.0%	\$ -	0.0%	\$ 0	0.0%
NET PRE-TAX PROFIT	\$ 7,985	44.4%	\$ 6,455	36.0%	\$ 1,530	28.4%	\$ 6,274	42.1%	\$ 1,711	12.3%

XYZ COMPANY
Income Statement
For the YTD Ending July 31, 2008

	CURRENT YTD						PRIOR YEAR YTD			
	Jul-09	% of Sls	Budget	% of Sls	Variance	% of Sls	Jul-08	% of Sls	Variance	% of Sls
REVENUE										
Transaction Parking Revenue	\$ 80,000	62.0%	\$ 75,000	64.5%	\$5,000	6.7%	\$ 75,000	62.0%	\$ 5,000	6.7%
Monthly Parking Revenue	\$ 40,000	31.0%	\$ 36,000	30.9%	\$4,000	11.1%	\$ 38,000	31.7%	\$ 2,000	5.3%
SpecialEvent Parking Revenue	\$ 9,000	7.0%	\$ 5,400	4.6%	\$3,600	66.7%	\$ 6,800	5.7%	\$ 2,200	32.4%
Parking Refunds& Discounts	\$ (60)	0.0%	\$ (45)	0.0%	(\$15)	33.3%	\$ (60)	-0.1%	\$ -	0.0%
TOTAL REVENUE	\$ 128,940	100.0%	\$ 116,355	100.0%	\$12,585	10.8%	\$ 119,740	100.0%	\$ 9,200	7.7%
COST OF SERVICE										
Salary Labor	\$ 5,000	2.8%	\$ 4,575	3.9%	(\$425)	1.2%	\$ 4,000	3.3%	(\$1,000)	0.6%
Hourly Labor	\$ 28,000	21.7%	\$ 29,000	24.9%	\$ 1,000	3.2%	\$ 38,000	31.7%	\$ 10,000	10.0%
Labor - OT	\$ 10	0.0%	\$ 20	0.0%	\$ 10	0.0%	\$ 100	0.1%	\$ 90	0.1%
Labor - Other	\$ 5	0.0%	\$ 15	0.0%	\$ 10	0.0%	\$ 95	0.1%	\$ 90	0.1%
TOTAL SITE LABOR	\$ 33,015	25.6%	\$ 33,610	28.9%	\$ 595	3.3%	\$ 42,195	35.2%	\$ 9,180	9.6%
Payroll Taxes	\$ 387	0.3%	\$ 425	0.4%	\$ 38	0.1%	\$ 580	0.5%	\$ 193	0.2%
Employee Benefits	\$ 80	0.1%	\$ 90	0.1%	\$ 10	0.0%	\$ 30	0.0%	(\$50)	0.0%
TOTAL COS	\$ 33,482	26.0%	\$ 34,125	29.3%	\$ 643	3.4%	\$ 42,805	35.7%	\$ 9,323	9.8%
GROSS PROFIT	\$ 95,458	74.0%	\$ 82,230	70.7%	\$ 13,228	3.4%	\$ 76,935	64.3%	\$ 18,523	9.8%
OPERATING EXPENSES										
Utilities	\$ 15,000	11.6%	\$ 4,000	3.4%	(\$11,000)	-8.2%	\$ 12,850	10.7%	(\$2,150)	-0.9%
Communication	\$ 1,600	1.2%	\$ 1,800	1.5%	\$ 200	0.3%	\$ 1,900	1.6%	\$ 300	0.3%
Cash (over)/short	\$ -	0.0%	\$ 10	0.0%	\$ 10	0.0%	\$ 10	0.0%	\$ 10	0.0%
Supplies	\$ 600	0.5%	\$ 300	0.3%	(\$300)	-0.2%	\$ 850	0.7%	\$ 250	0.2%
Repair & Maintenance	\$ 10,000	7.8%	\$ 2,000	1.7%	(\$8,000)	-6.0%	\$ 9,000	7.5%	(\$1,000)	-0.2%
Operating/Vehicle Maintenance	\$ 1,000	0.8%	\$ 9,000	7.7%	\$ 8,000	7.0%	\$ 2,500	2.1%	\$ 1,500	1.3%
Uniforms	\$ 90	0.1%	\$ 150	0.1%	\$ 60	0.1%	\$ 30	0.0%	(\$60)	0.0%
Office Supplies	\$ 150	0.1%	\$ 300	0.3%	\$ 150	0.1%	\$ 54	0.0%	(\$96)	-0.1%
Banking Fees	\$ 3,000	2.3%	\$ 2,500	2.1%	(\$500)	-0.2%	\$ 2,590	2.2%	(\$410)	-0.2%
Claims	\$ 900	0.7%	\$ 5	0.0%	(\$895)	-0.7%	\$ 1,525	1.3%	\$ 625	0.6%
Security	\$ 2,000	1.6%	\$ 9,000	7.7%	\$ 7,000	6.2%	\$ 500	0.4%	(\$1,500)	-1.1%
Insurance	\$ 4,000	3.1%	\$ 3,000	2.6%	(\$1,000)	-0.5%	\$ 3,825	3.2%	(\$175)	0.1%
Occupancy	\$ 2,800	2.2%	\$ 2,750	2.4%	(\$50)	0.2%	\$ 2,850	2.4%	\$ 50	0.2%
Marketing	\$ 80	0.1%	\$ 90	0.1%	\$ 10	0.0%	\$ 50	0.0%	(\$30)	0.0%
Travel	\$ 480	0.4%	\$ 50	0.0%	(\$430)	-0.3%	\$ 300	0.3%	(\$180)	-0.1%
Other	\$ 5	0.0%	\$ 5	0.0%	\$ -	0.0%	\$ 1	0.0%	(\$4)	0.0%
TOTAL OPERATINGEXPENSES	\$ 41,705	32.3%	\$ 34,960	30.0%	(\$6,745)	-2.3%	\$ 38,835	32.4%	\$ (2,870)	0.1%
OPERATING PROFIT	\$ 53,753	41.7%	\$ 47,270	40.6%	\$ 6,483	1.1%	\$ 38,100	31.8%	\$ 15,653	9.9%
Interest (Income)/Expense	\$ 80	0.1%	\$ 70	0.1%	(\$10)	0.0%	\$ 15	0.0%	(\$55)	0.0%
Depreciation/Amortization	\$ 1,680	1.2%	\$ 1,680	1.4%	\$ -	0.1%	\$ 1,495	1.2%	(\$185)	0.0%
Total(Gain)/Loss	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
NET PRE-TAX PROFIT	\$ 52,673	40.4%	\$ 45,600	39.2%	\$ 6,473	1.2%	\$ 36,590	30.6%	\$ 15,483	9.8%

XYZ COMPANY **Variance Report** **For the Month Ending July 31, 2009**

Revenue

Total Revenue:

Current month to budget = 30.5% over
 Current month to prior year = 33.6% increase
 YTD to budget = 10.8% over
 YTD to prior year = 7.7% increase
 Current car count = 1,251
 Budgeted car count = 958
 Prior Year car count = 936

Transient Revenue:

Current month to budget = 25% over
 Current month to prior year = 33.3% increase
 YTD to budget = 6.7% over
 YTD to prior year = 6.7% increase

Monthly Parking Revenue:

Current month to budget = 66.7% over
 Current month to prior year = 42.9% increase
 YTD to budget = 11.1% over
 YTD to prior year = 5.3% increase

Special Event Parking Revenue:

Current month to budget = 7.1% over
 Current month to prior year = 20% increase
 YTD to budget = 66.7% over
 YTD to prior year = 32.4% increase

The positive performance of revenue in July was driven by the opening of the ITM Building. This building contains 50 offices averaging 15 employees per office. PSI will continue to target the tenants of this building to participate in the monthly parking program.

The increase in transient revenue was also driven by the opening of the ITM Building as there is a BMW located in the building, which increases foot traffic to the XYZ garage. The closest lot or garage for these customers to park is 4 blocks away.

The increase in monthly parking was driven by the new monthly parking program that launched at the beginning of July 2009. The marketing efforts to reach local merchants improved the awareness of the new program.

The breakdown in monthly parkers for July is as follows:

Group	Rate	Quantity	Total Revenue	% of Total Revenue
1 - XYZ Company	\$100.00	20	\$2,000	40%
2 - ABC Company	\$75.00	10	\$750	15%
3 - KLM Company	\$50.00	39	\$1,950	39%
4 - QRS Company	\$30.00	10	\$300	6%
Total		79	\$5,000	100%
			Average Rate	\$63.29

Salary, Wages & Taxes

No material variance to report. The % of salary is low compared to budget due to the increase in revenue. No salary was added as a result of the revenue growth.

Employee Benefits

No variance to report.

Utilities

No material variance to report.

Communications

No material variance to report.

Cash over/short

No material variance to report.

Supplies

No material variance to report.

Repair & Maintenance

No material variance to report.

Transportation Vehicle Maintenance

No material variance to report.

Uniforms

No material variance to report.

Office Supplies

No material variance to report.

Banking Fees

No material variance to report.

Claims

No material variance to report.

Security

Originally budgeted security guards on Fri, Sat & Sun each week. We eliminated the Sun shift as a result of improved crime, vandalism, etc.

Insurance

Originally budgeted to purchase a golf cart in July. This has been postponed to September. Insurance premiums will start in September.

Occupancy

No material variance to report.

Marketing

No material variance to report.

Travel

No material variance to report.

Other

No material variance to report.

Current Month-to-Date Car Counts

Year	Garage Count
2009 (through 8/11)	406
2008 (through 8/11)	380
Budget	366

Current Month-to-Date Updates

PSI expects to see a big traffic day on August 21st for the Popcorn Festival. We will be passing out flyers to near-by offices to attract potential festival goers to our garage. The special event prices will be \$10. Most lots nearby usually target pricing for this event at \$15. Our goal is to cannibalize parkers from these lots to our garage for a valued price.

The pressure washing of the garage will occur on August 28th. This cost is estimated at \$4,0

[illegible]

XYZ COMPANY
Revenue Reconciliation
For the Month Ending July 31, 2008

Scan Net	Entrance 1	Entrance 2	Entrance 3	Total
Transient - Cash	\$ 7,500	Source for revenue type is the Scan Net daily cashier report.	1,000.00	\$ 10,000.00
Monthly	\$ 5,000			\$ 5,000.00
Special Event	\$ 3,000			\$ 3,000.00
Monthly Refund			\$ (30.00)	\$ (30.00)
Gross Revenue	\$ 15,500.00	\$ 1,500.00	\$ 1,000.00	\$ 17,970.00
List of Deposits	12,579.00	3,594.00	1,797.00	\$ 17,970.00
Deposit Variance				\$ 0.00

XYZ COMPANY
Payroll Summary
For the Month Ending July 31, 2008

JULY PAYROLL

	Cashier	Maintenance	Lead Cashier	Hourly Total	Salary	TOTAL
Actual	\$ 1,024.00	\$ 2,991.00	\$ -	\$ 4,015.00	\$ 1,500.00	\$ 5,515.00
Budget	1,054.72	3,080.28	-	4,135.00	1,550.00	5,685.00
Variance	\$ 30.72	\$ 89.28		120.00	\$ 50.00	\$ 170.00

Balanced to payroll distribution report

	Cashier	Maintenance	Lead Cashier	Hourly Total	Salary	TOTAL
January	\$ 1,024.00	\$ 2,976.00	\$ -	\$ 4,000.00	\$ -	\$ 4,000.00
February	\$ 1,024.00	\$ 2,976.00	\$ -	\$ 4,000.00	\$ -	\$ 4,000.00
March	\$ 1,024.00	\$ 2,976.00	\$ -	\$ 4,000.00	\$ -	\$ 4,000.00
April	\$ 1,024.00	\$ 2,976.00	\$ -	\$ 4,000.00	\$ 548.39	\$ 4,548.39
May	\$ 1,024.00	\$ 2,976.00	\$ -	\$ 4,000.00	\$ 1,500.00	\$ 5,500.00
June	\$ 1,024.00	\$ 2,976.00	\$ -	\$ 4,000.00	\$ 1,451.61	\$ 5,451.61
July	\$ 1,024.00	\$ 2,991.00	\$ -	\$ 4,015.00	\$ 1,500.00	\$ 5,515.00
Total	\$ 7,168.00	\$ 20,847.00	\$ -	\$ 28,015.00	\$ 5,000.00	\$ 33,015.00

Annual Salary prorated by the number of calendar days in the month.

YTD BUDGET

	Cashier	Maintenance	Lead Cashier	Hourly Total	Salary	TOTAL
January	\$ 1,054.72	\$ 3,065.28	\$ -	\$ 4,120.00	\$ -	\$ 4,120.00
February	\$ 1,054.72	\$ 3,065.28	\$ -	\$ 4,120.00	\$ -	\$ 4,120.00
March	\$ 1,054.72	\$ 3,065.28	\$ -	\$ 4,120.00	\$ -	\$ 4,120.00
April	\$ 1,054.72	\$ 3,065.28	\$ -	\$ 4,120.00	\$ -	\$ 4,120.00
May	\$ 1,054.72	\$ 3,245.28	\$ -	\$ 4,300.00	\$ 1,529.84	\$ 5,829.84
June	\$ 1,054.72	\$ 3,065.28	\$ -	\$ 4,120.00	\$ 1,495.16	\$ 5,615.16
July	\$ 1,054.72	\$ 3,080.28	\$ -	\$ 4,135.00	\$ 1,550.00	\$ 5,685.00
Total	\$ 7,383.04	\$ 21,651.96	\$ -	\$ 29,035.00	\$ 4,575.00	\$ 33,610.00

YTD VARIANCES

	Cashier	Maintenance	Lead Cashier	Hourly Total	Salary	TOTAL
January	\$ 30.72	\$ 89.28	\$ -	\$ 120.00	\$ -	\$ 120.00
February	\$ 30.72	\$ 89.28	\$ -	\$ 120.00	\$ -	\$ 120.00
March	\$ 30.72	\$ 89.28	\$ -	\$ 120.00	\$ -	\$ 120.00
April	\$ 30.72	\$ 89.28	\$ -	\$ 120.00	\$ (548.39)	\$ (428.39)
May	\$ 30.72	\$ 269.28	\$ -	\$ 300.00	\$ 29.84	\$ 329.84
June	\$ 30.72	\$ 89.28	\$ -	\$ 120.00	\$ 43.55	\$ 163.55
July	\$ 30.72	\$ 89.28	\$ -	\$ 120.00	\$ 50.00	\$ 170.00
Total	\$ 215.04	\$ 804.96	\$ -	\$ 1,020.00	\$ (425.00)	\$ 595.00

XYZ COMPANY

Payroll Summary by Employee

07/01/2009 through 07/31/2009

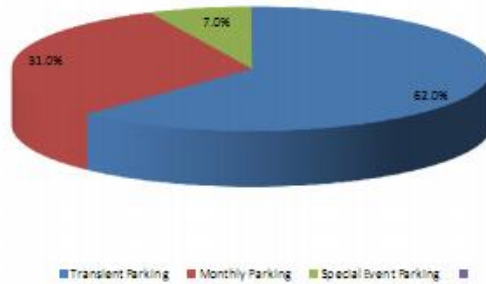
Site: XYZ Garage

Employee	Position	Hours			Wages		
		Regular	Overtime	Totals	Regular	Overtime	Totals
John Doe	Cashier	160	0	160	\$ 1,320.00	\$ -	\$ 1,320.00
Jerry Smith	Maintenance	160	0.6	160.6	\$ 1,920.00	\$ 10.00	\$ 1,930.00
Jessica Sims	Cashier	88	0	88	\$ 726.00	\$ -	\$ 726.00
Jane Doe	Cashier	5.2	0	5.2	\$ 39.00	\$ -	\$ 39.00
		413.2	0.6	413.8	\$ 4,005.00	\$ 10.00	\$ 4,015.00

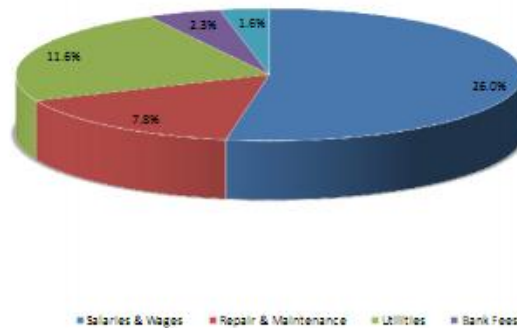
XYZ COMPANY

Revenue & Expense Summary For the YTD Ending July 31, 2008

% of Total Revenue by Type
YTD July 2009



Top 5 Expenses as a % of Total Revenue
YTD July 2009



XYZ COMPANY

Dashboard Report

For the Month Ending July 31, 2008

REVENUE

3rd QUARTER 09

	Current Year	Prior Year	YOY Growth
July	\$ 17970	\$ 13450	33.6%
August			
Sept			
	\$ 17970	\$ 13450	33.6%

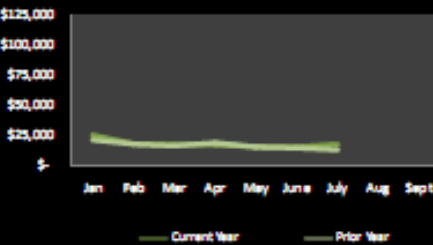
YEAR OVER YEAR REVENUE



YTD as of JUL 09

	Current Year	Prior Year	YOY Growth
Jan	\$ 25648	\$ 21568	18.9%
Feb	\$ 18494	\$ 18214	1.5%
Mar	\$ 17562	\$ 16544	6.2%
Apr	\$ 17564	\$ 19254	-8.8%
May	\$ 16014	\$ 15722	1.9%
June	\$ 15688	\$ 14988	4.7%
July	\$ 17970	\$ 13450	33.6%
Aug			
Sept			
	\$ 128940	\$ 119740	7.7%

YTD REVENUE

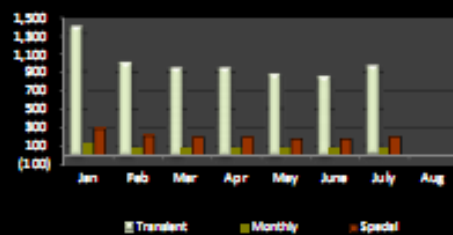


CAR COUNT BY REVENUE TYPE

CAR COUNT as of JUL 09

	Transient	Monthly	Special
Jan	1,387	113	285
Feb	1,001	81	206
Mar	950	77	195
Apr	950	77	196
May	866	70	178
June	849	69	175
July	972	79	200
Aug			
Sept			
	6975	567	1435

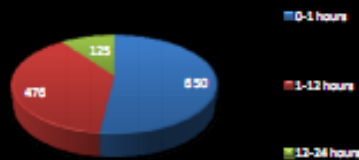
CAR COUNT BY REVENUE TYPE



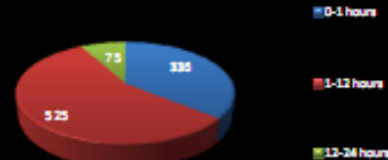
TOP AVERAGE LENGTH OF STAY

	Jul-08	% of Total	Jul-09	% of Total
0-1 hours	650	51.96%	335	35.90%
1-12 hours	476	38.05%	525	56.09%
13-24 hours	125	9.99%	75	8.01%
	1251	100%	935	100%

Jul-08



Jul-09



- **Time Clock Punch Detail Reports**

Time and attendance is recorded electronically through Time on Demand® a service provided by our payroll processor Paycor. These reports are available in real-time and are used by our manager and supervisors to audit an employee's time against their work logs.

Time Card Report							
Previous Period (11/16/09 to 11/29/09)							
Full Name (Last, First)		ID Number		Badge No.		Pay Class Name	
		46087		46087		Hourly Employees	
						is Paid Dollars 0.0000	
Date	In	Out	In	Out	Amount	Schedule	Exceptions
11/16/09	5:56a	10:48a	11:19a	2:31p	7:59	Unsch	
11/17/09	5:56a	10:30a	11:00a	2:35p	8:00	Unsch	
11/18/09	5:57a	10:35a	11:04a	2:33p	8:01	Unsch	
11/19/09	5:56a	10:35a	11:05a	2:35p	8:00	Unsch	
11/20/09	5:56a	10:37a	11:07a	2:30p	8:00	Unsch	
11/21/09							
11/22/09							
11/23/09	5:57a	10:37a	11:07a	2:28p	8:00	Unsch	
11/24/09	5:58a	10:35a	11:05a	2:37p	8:00	Unsch	
11/25/09	5:57a	10:39a	11:09a	2:47p	8:15	Unsch	
11/26/09	5:55a	10:29a	11:00a	2:37p	7:59	Unsch	
11/27/09	5:57a	10:36a	11:06a	2:37p	8:00	Unsch	
11/28/09							
11/29/09							

Pay. Desig.	Area, Site, Job Code	Hours	Rate	Dollars
Regular	110500 - CMH BLUE LOT, 040	72:15	9.1500	661.0875
Worked Hol	110500 - CMH BLUE LOT, 040	7:59	13.7250	109.5713
Totals		80:14		770.6587

Employee Signature _____

0.0000
0.0000

- **Employee Turnover / Promotion / Demotion Reports**

PSI will provide the owners with an employee turnover, promotion, and demotion report on a monthly basis.




- **Employee Attendance Reports**

PSI will provide the owners with an employee attendance report on a monthly basis.

- **Employee Coaching / Disciplinary Action Reports**

PSI uses an Action Form to record corrective actions performed by our managers and supervisors. These forms will be kept on-site and available for inspection by the owners. PSI can produce a report on a monthly basis that summarizes the corrective actions for the month.

Sample corrective action form:

			Parking Solutions Inc. Action Form	
EMPLOYEE INFORMATION				
LAST _____		FIRST _____		MIDDLE INITIAL _____
REGION _____		LOCATION _____		CURRENT POSITION _____
SUPERVISOR _____				
TYPE OF ACTION				
<input type="checkbox"/> Corrective Action		<input type="checkbox"/> Suspension _____ # OF DAYS		<input type="checkbox"/> Termination _____ EFFECTIVE DATE
<input type="checkbox"/> Verbal <input type="checkbox"/> Written				<input type="checkbox"/> Voluntary <input type="checkbox"/> Involuntary
PREVIOUS ACTION DATES				
Date: _____		_____		_____
Circle:	VERB	WRIT	SUSP	VERB WRIT SUSP VERB WRIT SUSP VERB WRIT SUSP VERB WRIT SUSP
REASON FOR EMPLOYEE ACTION AND/OR TERMINATION				
<input type="checkbox"/> Not Following Uniform Guidelines		<input type="checkbox"/> No Call / No Show		<input type="checkbox"/> Adversely Affecting Team Atmosphere
<input type="checkbox"/> Excessive Tardiness and/or Absence		<input type="checkbox"/> Job Performance		<input type="checkbox"/> Harassment / Hostile Work Environment
<input type="checkbox"/> Insubordination		<input type="checkbox"/> Safety		<input type="checkbox"/> Falsifying Company Information
<input type="checkbox"/> Inappropriate Conduct With Others		<input type="checkbox"/> Theft		<input type="checkbox"/> Other (Specify) _____
SUPPORTING STATEMENTS				
Provide details for the Corrective Action and/or Termination. If Corrective Action, (1) state what is required to improve performance, and (2) the steps to be taken if no improvement is made. Failure to improve will result in continued Corrective Action – up to and including termination.				

ACKNOWLEDGMENT				
<input type="checkbox"/> I have received this Corrective Action. The information stated above is accurate.				
<input type="checkbox"/> I have received this Corrective Action. I DO NOT agree with the information stated above. I have listed my comments below:				

EMPLOYEE PRINT NAME _____		EMPLOYEE SIGNATURE _____		DATE _____
SUPERVISOR PRINT NAME _____		SUPERVISOR SIGNATURE _____		DATE _____
AREA MANAGER PRINT NAME _____		AREA MANAGER SIGNATURE _____		DATE _____
HUMAN RESOURCES PRINT NAME _____		HUMAN RESOURCES SIGNATURE _____		DATE _____
ELIGIBLE FOR REHIRE (To be Completed by HR): <input type="checkbox"/> Yes <input type="checkbox"/> No				

- **Customer Complaints / Resolutions Reports**
PSI's mission is to provide a superior experience for our clients and their customers. During orientation, PSI clearly outlines its' mission and iCustomer Commitment. Each employee is held accountable for upholding the Customer Commitment; unfortunately, not every employee will uphold this commitment. When this occurs, PSI's manager or supervisors will complete an investigation. This investigation documents the customer's complaint, employee(s) involved, supervisor(s) on duty, employee's account of the incident, and recommended resolution. This form along with a statement of any resulting corrective action will be completed and given to the owner within 24 hours of the report being completed.

- **Employee Training / Testing Reports**

PSI will document all employee training provided by both PSI and the owner. A training checklist will be developed based on the specific training required by the owner and this checklist will be attached to the employee's file. Our manager and supervisors will be responsible for ensuring that all training is complete. A report will be provided to the owner on a quarterly basis detailing all of the training requirements met per employee.

Marketing Experience

Below is a sample marketing plan that we prepared for the Fourth & Elm Garage in downtown Columbus, Ohio. A similar marketing plan would be developed for the Indianapolis properties.

Marketing Plan

Introduction: The focus of this marketing plan is to implement the vision and strategic focus of the Fourth and Elm parking garage by adding value to your target market segments, the monthly and transient parkers, in the local area. We will accomplish this through differentiating your parking locations from your competition by offering enhanced services, actively marketing for monthly parkers, increase your street presence, actively pursuing new business, and target market advertising.

The Challenge: The decline of business occupancy within the Central Business District of downtown Columbus has placed pressure on monthly parking and daily parking rates. However, according to *Colliers' Ninth Annual North America Parking Rate Survey*, "...even in the face of economic hardship by many, parking garage owners and operators have managed to hold rates at last year's levels." We feel confident that by implementing this marketing plan with a focus to aggressively market any unoccupied spaces and through our enhanced service offerings, there will be an increase in overall revenues and customer satisfaction.



Competitive Analysis: According to *Downtown Columbus'* website, there are more than 35,000 public parking spaces available in the center city for hourly, daily and/or monthly accommodations. Specifically within the 3 block radius of the Fourth and Elm parking garage, there are approximately 25 competing parking locations. A comparison of these parking facilities has shown the rate schedules and time within each daily parking rate frame to be similar. Our analysis indicates that the rate structures for monthly parkers (reserved and unreserved) shows the highest fluctuations in price, with the Fourth and Elm garage's proposed rates landing in the middle of the pricing spectrum.

Marketing Strategy for the Fourth and Elm Garage

Timeline:

December 2009 – January 2010:

- Parking Solutions will begin contacting targeted buildings to feature the Fourth and Elm Garage's parking information in their newsletters and web portals.
- Parking Solutions will begin marketing to individual offices within the targeted building
- New signage strategically placed to market the garage to monthly parkers.

February 2010:

- New signage strategically placed to announce that the garage is open and market the garage to transient and monthly parkers.

March 2010 – End of Contract

- 1st Monday of the month in February through December: Set up hospitality tables in garage lobby to thank garage parkers and inform them of monthly winner and referral programs.

Strategy # 1: Increase Monthly Parkers

Develop relationships with contacts in targeted buildings with the following objectives:

- Provide information about the Fourth and Elm Garage so that it can be included in the building's monthly newsletter and/or web portals.
 - Obtain direct referrals for Fourth and Elm Garage from the building's property managers.
 - Maintain positive relationships and open lines of communication with the following targeted buildings:
-

AT&T Building

Contact: Individuals

Current Parking Information:

Employees mainly park in the Buckeye Garage, Long Street Garage, or Gay Street lots

Action Items:

We will directly market to those exiting out of the Long Street Garage and Buckeye Garage in an attempt to entice these parkers to the Fourth and Elm Garage.

Continental Center

Contact: Jeffrey Wolf

Current Parking Information:

Tenants mainly park in the Buckeye Garage, Long Street Garage, or Gay Street lots

Action Items:

We will directly market to those exiting out of the Long Street Garage and Buckeye Garage in an attempt to entice these parkers to the Fourth and Elm Garage.

Renaissance Hotel

Contact: Jerry Lombard

Current Parking Information:

They currently have their own garage, but utilize commercial parking garages for their overflow parking.

Action Items:

Contact Jerry to market the Fourth and Elm Garage's convenience and proximity to the Renaissance Hotel for his overflow parking.

Law & Finance Building

Contact: Roy Chapman

Current Parking Information:

This building has a lot of small boutique businesses and the employees parking in all directions of the building.

Action Items:

PSI will communicate with these tenants individually to promote the Fourth and Elm Garage.

Midland Building
Contact: Cindi Osborne

Current Parking Information:

They have a garage located behind their building for tenants only and the cost is \$125 per month. Any tenant that chooses not to park in their garage typically parks in the lots located on Gay Street.

Action Items:

The Gay Street lots are currently being developed on an individual basis. PSI just closed the 90-space Gay and 5th lot on October 1st. As these lots continue to be developed, those parkers will most likely park in the Fourth and Elm garage. PSI will contact the tenants of the Midland building directly and aggressively market the Fourth and Elm Garage.

Continental Plaza / Empire Building
Contact: Jeffrey Wolf

Current Parking Information:

Majority of both building's tenants park in the Capital Plaza Garage.

Action Item:

PSI will communicate with these tenants to promote the Fourth and Elm Garage.

Chase Building
Contact: Laurie Plunkett

Current Parking Information:

The Chase Building directs the majority of their tenants to the Buckeye Garage or Long Street Garage. They provide a parking information sheet to their prospective tenants who can advertise the Fourth and Elm Garage.

Action Item:

Follow up with Laurie to provide verbiage for inclusion both in their monthly newsletter and their parking information sheet. Stop by to thank Laurie at least once every month.

88 East Broad
Contact: Larry Scott

Current Parking Information:

They own the Long Street garage so they are not willing to advertise any competitor rates.

Action Item:

We will directly market to those exiting out of the Long Street Garage and Buckeye Garage in an attempt to entice these parkers to the Fourth and Elm Garage.

One Columbus

Contact: Bonnie Henry

Current Parking Information:

This location utilizes an internal building web portal that includes parking information and they supply a parking information sheet to their current/perspective tenants. Her current sheet only has the Leveque Garage listed, but she is willing to include the Fourth and Elm Garage.

Action Item:

Follow up with Bonnie to provide verbiage for inclusion both in their web portal and parking information sheet. Stop by to thank Bonnie at least once every month.

Strategy # 2: Increase Transient Parkers:

- **Columbus Athenaeum**
Contact: Susan Cassidy

Current Parking Information:

Currently the Athenaeum has a need for day-time parking for special events. They turn down day-time events monthly because of a lack of parking. Additionally, the Athenaeum hosts evening events on a weekly basis that will create a demand for parking and the Fourth and Elm garage will be the most convenient parking for their guests.

Action Item:

Follow up with Susan to provide verbiage for inclusion on their parking information sheet. Stop by to thank Susan at least once every month.

- **Validations**

Current Parking Information:

The Fourth and Elm Garage have an advantage over the competing facilities in that they have ability to accept validations.

Action Item:

Parking Solutions could pre-sell validations to the tenants in the surrounding buildings and the Columbus Athenaeum to validate their visitor's parking or pre-sell validations to daily parkers within the offices that did not wish to pay by cash every time they parked.

Strategy # 3: Develop a strong monthly parker program

Enhanced Services – It is imperative that once we gain a parker, we never lose them. To help accomplish this, we must work to reinvigorate relationships through enhanced service offerings that your customers will talk about with their friends, family, and peers.

- **Parker of the Month Program** – All monthly parkers will be entered into a drawing each month, for a \$20 gas card, simply because they have chosen to park at one of your locations. The winner's name would be posted strategically within the garage.
- **Communication Boards** – We plan to equip and maintain a community bulletin board in the “lobby” area. These would provide important numbers and key information regarding the parking garage. It also offers the opportunity for local companies to advertise and inform customers about community news and attractions. Parkers of the Month would be posted here.
- **Customer Appreciation Days (Monthly Parkers)** – A sincere thank you can go a long way. Twice each year, we plan to provide coffee and donuts, a complimentary car wash, or a drawing for a reserved prime spot in the parking garage. We will also solicit participation in the form of coupons or gift certificates from local businesses.
- **“Just for Fun”** – For the garage customers, we plan to provide treats on the following occasions:
 - Valentine's Day – heart shaped candies
 - Halloween – trick or treat candy
 - Holidays – mini candy canes or another small holiday token
 - On a pre-determined day, we wash windshields for monthly parkers
- **Amenity Programs** – Car trouble can ruin a day, but kindness can improve it immeasurably. We offer battery starts, tire changing assistance, and topping off windshield washing fluids free of charge. We plan to offer convenient and affordable access to all of those car chores, like oil changes, car washes and detailing etc., which take up so much precious free time. The costs associated with these to be mutually agreed upon and contingent on staff presence.

Strategy # 4: Develop a strong monthly parker referral program

Jeffrey Gitomer says it best “We are branded by advertising but sold by something more powerful...Word of Mouth Advertising”! With that being said, we realize the significance of a referral program and will develop a specific program for the Fourth and Elm Garage offering an incentive or reward for bringing in new parkers.

Our referral program will have the following objectives:

- Identify the contacts who are most likely to provide referrals
- Create a system to market to these contacts
- Create a system to track the referrals
- Create an atmosphere for monthly parkers that ensure they enjoy parking with us, confirms they will continue to do so as well as that they will refer anyone they know to park with us

Referral Program Details

- Referral program would not begin until July 2010
- New parker must not have been a monthly parker within the last 6 months
- Referring Parker will be placed in a monthly drawing for \$40 Gas Gift Card once the new parker has signed the lease
- Referral forms available online and in the garage office

Kick-off program:

- Launch hospitality stations in lobby. Thank tenants and inform them of new programs
- Pass out flyers that announces the referral program
- Post detail on bulletin/communication boards and online
- Repeat Kick-off program every three months

Strategy # 5: Develop an easy to use web portal for monthly parkers:

Parking Solutions owns the website www.4thandElmGarage.com. If awarded the contract, Parking Solutions will activate this website to provide updates on the parking garage, allow parkers to get on the monthly parking wait list, and pay their monthly parking invoice.


Updates:

Parking Solutions will update the website as new information becomes available about the garage. We anticipate providing updates on construction, the grand opening, and the parking rate structure.

Wait List:

Once the contract is signed and parking rates have been established, Parking Solutions will begin a waiting list for monthly parkers that want to reserve a parking spot in the garage. Customers will be directed to the website where they can enter their information and be placed on the waiting list. Once their email address is verified they will receive an email receipt confirming that they are on the wait list.


Sample Screen Shot:



[Home](#)
[Hospitality](#)
[Healthcare](#)
[Airports](#)

[Home](#)
[Our Story](#)
[Our Mission](#)
[Our Team](#)
[Careers](#)
[Locations](#)
[Contact Us](#)

Fourth and Elm Parking Garage



More Downtown parking is on the way!

Get ready for a 680-space parking garage at the corner of Fourth and Elm Street. Construction has already begun and the new structure should make its debut in February of 2010.

A limited number of spots are now available for reservation.


Act now to reserve your spot!

Name: *

Email Address: *

Phone Number: *

Have Questions?
1-888-469-7690

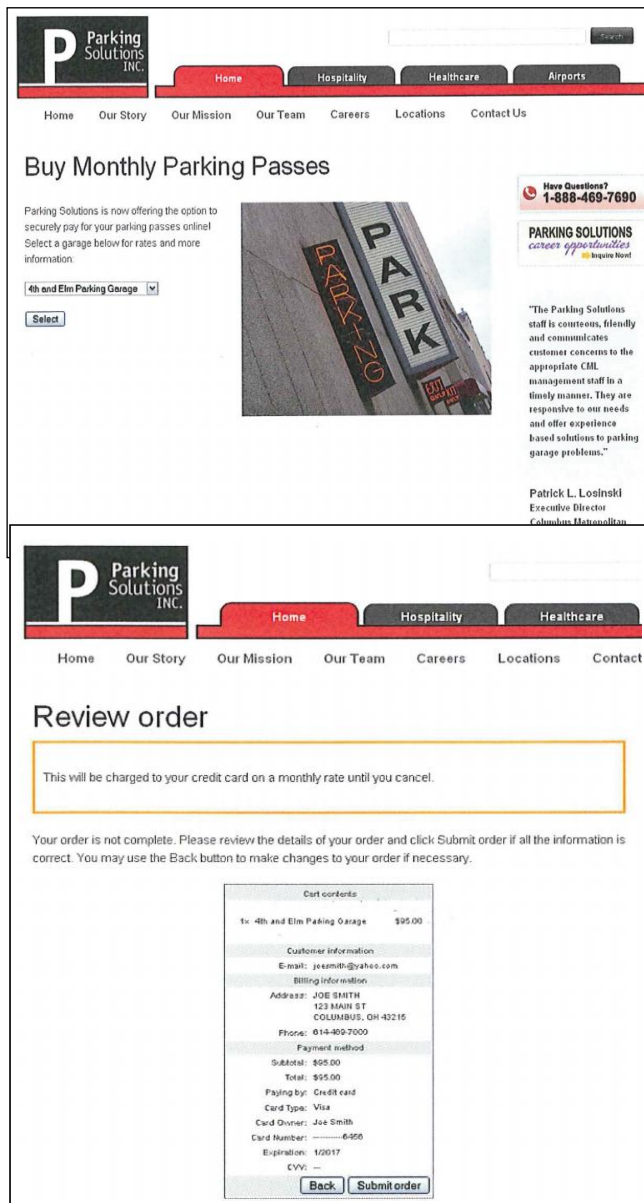
PARKING SOLUTIONS
career opportunities
 Inquire Now!

"I am so happy you are at our front doors. Keep up the great work!"

Kathy Rice
Parking Solutions
Customer

Pay On-line:

Once the parking garage is opened, Parking Solutions will encourage monthly parkers to pay their invoice on-line. Customers will be directed to the website where they can enter their information into a secure PCI Compliant website to pay their invoice.



P Parking Solutions INC.

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Buy Monthly Parking Passes

Parking Solutions is now offering the option to securely pay for your parking passes online! Select a garage below for rates and more information:

4th and Elm Parking Garage

Have Questions?
1-888-469-7690

PARKING SOLUTIONS
career opportunities
Inquire Now!

"The Parking Solutions staff is courteous, friendly and communicates customer concerns to the appropriate CML management staff in a timely manner. They are responsive to our needs and offer experience based solutions to parking garage problems."

Patrick L. Losinski
Executive Director
Columbus Metropolitan

P Parking Solutions INC.

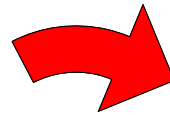
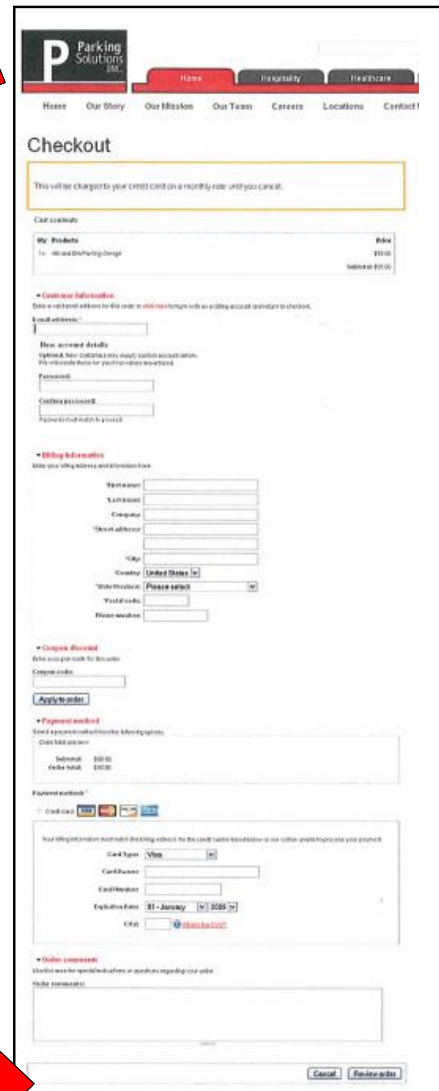
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Review order

This will be charged to your credit card on a monthly rate until you cancel.

Your order is not complete. Please review the details of your order and click Submit order if all the information is correct. You may use the Back button to make changes to your order if necessary.

Cart contents	
1x 4th and Elm Parking Garage	\$95.00
Customer information	
E-mail: jsmith@yahoo.com	
Billing information	
Address: JOE SMITH 123 MAIN ST COLUMBUS, OH 43215	
Phone: 614-469-7000	
Payment method	
Subtotal:	\$95.00
Total:	\$95.00
Paying by:	Credit card
Card Type:	Visa
Card Owner:	Joe Smith
Card Number:	6-956
Expiration:	1/2017
CVV:	---
<input type="button" value="Back"/> <input type="button" value="Submit order"/>	

P Parking Solutions INC.

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Checkout

This will be charged to your credit card on a monthly rate until you cancel.

Cart contents

Qty	Products	Price
1x	4th and Elm Parking Garage	\$95.00
		Subtotal: \$95.00

Customer information
This is a required section for the order to still be processed. If an existing account exists, it will be checked.

First name:

Last name:

Business details
Upload your business logo (max 100KB). This information is for your reference only.

Business name:

Business address:

City:

Country:

State/Province:

Postal code:

Phone number:

Company discount
Enter your company discount code here.

Discount code:

Payment method
Select a payment method from the following options:

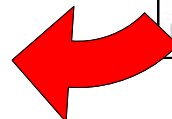
Card type:

Card number:

Expiration date:

CVV:

Order summary
Checklist for your order. If you have any questions regarding your order, please contact us.



Strategy # 6: Develop Street Presence

Appropriate signage can reduce the overall stress associated with locating convenient parking. For example, the Fourth and Elm parking garage is located directly off a main thoroughfare so we would arrange signs using bold graphics and bright colors inviting people to park at the facility. We would also coordinate attendants (on specific days) to direct vehicles toward the garage and communicate with passing pedestrians about these alternative parking options.

Parking Solutions creates and builds signage in-house. This allows us to provide signs quickly and at a lower cost to our clients. We anticipate using a combination of windmaster signs and banners to market the parking garage.



Sample Banner Sign
8' X 3'




Sample Windmaster Sign
22" X 44"

Conclusion: Our marketing focus is to develop and strengthen the vision and strategic focus of the Fourth and Elm parking garage. The marketing plan and new business advertising are not limited to what was stated above. We will work with you to determine and implement the most effective marketing strategy to fit your goals. The effectiveness of our programs and amenities are continually tracked and the results are communicated to you.

Marketing Samples

Daily Parking Sample Flyer



The flyer is a white rectangular card with a thin black border. At the top center is a dark blue rectangle containing the text "DAILY PARKING AVAILABLE" in white, all-caps, sans-serif font. A dotted line with a black arrowhead points from the bottom of this rectangle to a white rounded rectangle in the center. To the right of the top rectangle is a red circle with a black arrowhead pointing to it from the top rectangle; the circle contains the text "Lot located at corner of Gay & Sixth Street" in white. The central white rounded rectangle contains the text "Daily Parking" in red, followed by "\$6" in a large red font, then "All Day" in red, and "4th & Elm Garage" in black at the bottom. At the bottom left of the flyer, there is contact information in black text. At the bottom right is the Parking Solutions Inc. logo, which includes a large "P" and the text "Parking Solutions INC." and "DRIVEN TO MAKE YOU HAPPY" in a small red box.

**DAILY PARKING
AVAILABLE**

Lot located at
corner of Gay &
Sixth Street

**Daily
Parking**

\$6

All Day

4th & Elm Garage

For information or details please contact:
Parking Solutions Inc.
614-469-7000
www.4thandElmGarage.com


P Parking
Solutions
INC.
DRIVEN TO MAKE YOU HAPPY

Sample Fliers

Reserved Monthly Parking Available


Only...\$146 per month

- Fourth & Elm Garage
- 120 spaces available
- Automatically entered into a monthly drawing to win a \$25 gas card



For Information Contact:

Sherry Facemyer
Parking Solutions Inc
850 Michigan Avenue
Columbus, OH 43215
p/ 614.469.7000
f/ 614.469.7694
e/ facemyers@parkingsolutionsinc.com



Monthly Parking Available

SPECIAL ROOFTOP OFFER...\$80/month!

- Fourth & Elm Garage
- 80 spaces available for immediate lease



For Information Contact:

Sherry Facemyer
Parking Solutions Inc
850 Michigan Avenue
Columbus, OH 43215
p/ 614.469.7000
f/ 614.469.7694
e/ facemyers@parkingsolutionsinc.com



**Friends don't let friends
pay too much for parking.**

Tell a friend about
Fourth & Elm Garage Monthly Parking &
when they sign up for a monthly pass, you'll
be placed in a drawing for a
\$40 Gas Card!

**For more details:
See Chris in the garage office or
call Sherry at 614-469-7000**

B. Customer Service

Parking Solutions utilizes numerous training modules to ensure we are hiring and properly preparing our employees for their positions. It is our belief that employee selection and development lays fundamental groundwork to building a successful organization. Below is a list of the training modules that our employees must complete. A more detailed overview of these modules can be provided during the interview phase.

i) Initial Screening Process

1. Behavioral tests (Interviews)
2. Driving tests
3. DMV/Criminal background check
4. Orientation to PSI as a company
5. Site specific orientation
6. Employee Manual Review
7. Policies & Procedures
8. Job Specific Training Program
9. Technology (Site & Program Specific)

ii) Customer Service

1. Internal & External Customers
2. Our client's expectations
3. Service Recovery Plan

iii) Safety Training

1. Prevention
2. Nuts and Bolts of Awareness
3. Safety is a Team Concept
4. Exposure Control Plan
5. Maintaining a Safe Work Environment
6. Safety Procedure Manual
7. Healthy Work Environment

iv) Ongoing Training

1. Expertise in customer service
2. Standard Operating Procedures
3. Workplace safety & prevention
4. Diversity in the Workplace
5. Communication skills
6. Grooming standards

C. Safety and Security

- i) Knowledge of parking and public safety and security techniques and methodologies

Operating parking facilities in a downtown urban setting or in an entertainment district can present unique security challenges. Challenges can typically be grouped into 4 categories:

1. Loitering and Homeless

In most garages, there are recurring loitering and homeless activities that result in inappropriate behavior that make the garages unattractive. Such acts result in trash, beer bottles, urination, odor and other inappropriate activities that need to be addressed.

2. Theft and Vandalism

Some customers may experience theft of personal articles (such as purses, laptops, etc) and equipment from their vehicles (such as stereos, tires, rims, etc). Facilities will also experience significant vandalism such as broken gate arms, mirrors, damage to signs, etc. The incidents of theft and vandalism tend to increase during the summer months, and typically reduce once security patrol is increased.

3. Criminal Activity

Incidents of criminal activity, such as alcohol use, drug use, and fights tend to occur during late night hours. These activities are largely concentrated in and around parking garages and within entertainment zones.

4. Special Events

Crowd control and public safety become an issue of concern during special events.

Fortunately, many of these challenges can be minimized with careful planning and proper training.

Below is a sample of Parking Solutions' security techniques:

1. Planning

Every facility that Parking Solutions manages goes through a thorough security audit by our corporate Risk and Safety Manager, Rob Jones. Rob has more than 11 years experience as a police/security officer and is a graduate of both the Indiana Law Enforcement Academy and Ohio Peace Officer Training Academy.

Items that are reviewed during the audit include:

- Pedestrian entry & exit points
- Vehicle entry and exit points
- Lighting & Painting
- Video Surveillance
- Emergency Call Box
- Security Patrols
- Visibility & Hideouts
- Landscaping

Once the facility is audited recommendations are made to the owner for their review and an action plan is jointly implemented.

2. Training

Many security challenges can be minimized by training the facility's on-site staff to recognize potential security risks. Every Parking Solutions employee is required to attend our awareness training module that provides them with the knowledge to recognize and react to situations that they will encounter while working in a parking facility.

Below is a section from our awareness module:

The Nuts & Bolts of Awareness



Goals and Objectives

- Basic Level course
- Learn about the Awareness concept
- The importance of paying attention
- Early detection & notification
- Observation Skills
- Cooper Color Codes
- Putting awareness to work for you!

What is Awareness?

The ability to read people and situations and anticipate the probability of trouble
To read people you must understand the following about communication
*people communicate in the following ways:
7% words (what are they saying)
38% voice (tone & inflection)
55% body language

More about Awareness?

Ability to detect bad customer experience
Hazard detection (safety)
Violence reduction (security)
Personal safety & security/ Peace of mind at work
A relaxed state of alertness
Note: Perception is reality...what they see on the surface is what they believe is the norm.

Awareness is not...

- Not being fearful
- Not being paranoid
- Not taking the role of police or security
- No vigilantly justice
- Not endorsing the use of weapons or violence

Are you Paying attention?

Attention is the process of consciously attending to a thought, activity or event.
Short term memory* (alerts or schemas)
The mind is selective to what it pays attention to.



Awareness as it relates to observation & paying attention

- Distraction and Preoccupations
- Attention is like a spot light
- Interest and importance
- Awareness can be a deterrent to some episodes unfolding

The Cooper Color Codes

- White-Listeners, not paying attention
- Yellow-attentive but relaxed
- Orange-focus is directed, there is an immediate potential for trouble or concern
- Red- there is an obvious threat
- Black- you have an active role in the situation

Points to Remember

- Your ability to recognize a dangerous person or situation makes you safer. (safety)
- Awareness involves knowing what to look for and disciplining yourself to pay attention.
- The ultimate success in awareness is when nothing happens!
- The earlier you detect and recognize a potential problem, the more options you have to resolve it (security/police)
- Attention involves adjusting your conscious focus toward what is relevant to a particular situation.

Putting this information to work...for YOU!

- Accept full responsibility for your safety
- Identify situations in your own life requiring a higher level of vigilance
- Analyze the news and newspaper for happenings near you.
- Practice Observational skills

A parting reminder...

To help activate your awareness keys, each morning when you get up remind yourself that

"I may have to use my awareness training today."

ii) Experience in emergency response support

Parking Solutions operates many types of parking facilities:

- Garages that operate without on-site security
- Garages that have an on-site police/security presence
- Garages that are unmanned

The type of facility that we are operating determines the level of response that we provide. The key is to develop Standard Operating Procedures for each facility. Parking Solutions' Risk & Safety Manager, Rob Jones, prepares the emergency response procedures and provides training for each facility that we operate.

Below is a sample emergency response procedure that we use at one of our facilities:

STANDARD OPERATING PROCEDURES

Purpose

To provide guidance and direction for a team approach to enhance the overall security and patron comfort levels for the parking facility.

Results to Be Achieved

- Increase visibility of security and parking staff throughout the parking facility.
- Reduce and/or eliminate frequency of vehicle break-ins and other incidents.
- Keep possible perpetrators off-balance by minimizing predictability of patrolling patterns.
- Effectively address the perception of facility safety.
- Establish security standards for all parking facilities.

Reporting Protocol

- **Observed PERSONAL ASSAULT activity:**
 - VS ? CPD 911 and Case # ? PSI ? CDDC
 - PSI ? CPD 911 and Case # ? VS ? CDDC
 - CPD ? PSI and Case # ? VS ? CDDC
- **Observed PROPERTY-RELATED suspicious activity:**
 - VS ? CPD ON-LINE for CASE # ? PSI ? CDDC
 - PSI ? CPD ON-LINE for CASE # ? VS ? CDDC
 - CPD ? PSI and Case # ? VS ? CDDC

Observation Directions

- Look between vehicles, in corners and along overhead pipes. Look for items such as:
- Open car doors/windows
- Broken glass/head and tail light debris
- Packages, bundles or other unusual items between cars and in the stairwells
- Individuals wandering about the facility or looking into vehicles
- Groups of individuals malingering or horse playing
- Damage/graffiti to the facility

Watch what individuals are carrying. The obvious clues would be tools, pipes, rocks, etc. Less obvious would be gym bags, shopping bags or tote bags. Note items that are out of the ordinary or suspicious, they should be written in your logs. The Incident Report form is used to provide details regarding activity to be passed on to the Parking Manager, Valor Security and the CDDC.

Joint Patrolling Patterns/Coverage

- Valor Security Officer (VS)
 - Prior to each patrolling cycle, VS will contact PSI staff to coordinate patrolling responsibilities and to exchange pertinent information.
- PSI Attendant/Maintenance/Facility Manager
 - Prior to each patrolling cycle, PSI staff will contact VS officer to coordinate patrolling responsibilities and to exchange pertinent information.
 - Facility Manager will randomly walk through all levels where vehicles parked after 10:00am on the hour
 - Maintenance staff will keep an eye on unusual activity while on duty between 6:00am to 2:00am.
 - Document all suspicious or illegal activity on the Incident Report form
 - Record damaged property, potential safety hazards and maintenance issues on daily event journal.

Documentation

Goal: To standardize data collection, identify trends, provide relevant and comprehensive details.

- Standards
 - Time based on 24-hour or military time
 - Print vs. cursive writing
 - All fields on form to be filled in, e.g., N/A if nothing to report
- Report Forms
 - Incident Report Form

PARKING FACILITY INCIDENT REPORT

TYPE OF INCIDENT _____ OFFICER/EMPLOYEE _____

DATE OF INCIDENT _____ TIME OF INCIDENT _____

LOCATION _____

CPD contacted ____ YES ____ NO If YES, Case # _____

VICTIM: (if known)

Name _____ Phone# _____

Address: _____

VEHICLE: License # _____ State ____ Make _____ Model _____ Color _____

SUBJECT 1:

Gender: Male Female Approximate Age _____ Height _____ Weight _____

Ethnicity: Caucasian Asian Hispanic African-American Unknown

Hair Color _____

Clothing: _____

SUBJECT 2:

Gender: Male Female Approximate: Age _____ Height _____ Weight _____

Ethnicity: Caucasian Asian Hispanic African-American Unknown

Hair Color _____

Clothing: _____

SUBJECT VEHICLE:

License # _____ State ____ Make _____ Model _____ Color _____

Detailed description of the incident:

Signature: _____ Badge/ID #: _____ Date: _____

- iii) Expertise in relevant parking engineering standards, specifications, policies, practices, and processes.

Parking Solutions utilizes consultants and engineering experts when a project requires knowledge beyond that of a parking operator. In the past, we have worked with Walker Parking Consultants and Carl Walker Parking Consultants.

D. Capital Improvements

If needed, PSI has a 1 million dollar line of credit with Huntington Bank that can be used to satisfy the capital requirements of this contract.

Financial Capability

A. Financial Ability

Below is a summary of our financial statements that have been audited by our 3rd party CPA firms Yankovich, Adelman, Johnson, Stevenson (2008) and Peck and Martin (Prior Years).

PARKING SOLUTIONS, INC. Income Statement For the Periods Ending 12/31			
	TOTAL 2008	TOTAL 2007	TOTAL 2006
Revenue			
Operations - Sales	20,601,092.46	10,583,579.57	8,104,161.78
Cash Revenue	2,350,433.40	1,541,229.22	1,052,061.17
Revenue returned to customer	-2,793,518.44	-1,355,342.53	-947,588.00
Other Revenue	16,263.34	1,091.66	750.00
Total Revenue	20,174,270.76	10,770,557.92	8,209,384.95
Cost of Service			
Payroll/Taxes/Expenses	12,599,168.59	8,702,673.89	5,904,615.77
Employee Benefits	375,706.71	238,316.05	183,709.11
Profit Sharing	9,000.00	-89,305.09	0.00
Total Cost of Service	12,983,875.30	8,851,684.85	6,088,324.88
Gross Profit Margin	7,190,395.46	1,918,873.07	2,121,060.07
Operating Expense:			
Communication:	187,906.83	129,875.95	102,411.11
Cash (Over)/Short	-1,744.25	0.00	0.00
Supplies			
Signs/Podiums/Locks	110,156.10	61,523.64	47,675.96
Small Tools/Equipment	49,769.10	52,214.27	72,525.50
Total Supplies	159,925.20	113,737.91	120,201.46
R&M - Garage, Lot, Building	448,283.69	395,068.35	64,050.50
Transportation Vehicle Maintenance			
Transportation Vehicle R&M	261,514.30	218,635.97	169,347.19
Transportation Vehicle Detailing	5,168.75	4,691.21	11,085.27
Shuttle Expense	1,001,196.96	201,828.67	148,956.39
Total Transportation Vehicle Maintenance	1,267,880.01	425,155.85	329,388.85
Uniforms	137,042.37	209,964.01	50,318.68
Office Expense			
Office Expense	484,468.47	289,273.06	186,880.24
Postage & Delivery	34,433.98	23,310.94	19,793.43
Printing	64,603.17	22,628.31	15,604.71
Printing - Tickets	48,706.76	81,052.61	21,341.88
Total Office Expense	632,212.38	416,264.92	243,620.26
Claims	241,159.26	229,661.25	162,834.54
BWC Insurance	409,795.08	323,050.85	207,075.59
Liability Insurance	120,406.39	195,984.95	141,056.32
Occupancy	530,201.47	519,035.80	348,131.91
Parking Lot Lease	173,374.00	168,306.90	152,714.50
Concession Fee	785,695.06	570,583.68	354,155.80
Licenses and Permits	2,253.36	3,650.53	7,668.91
Office Rent/Utilities	553,695.02	453,730.48	331,506.22
Total Occupancy	1,515,017.44	1,196,271.59	846,045.43
Marketing			
Marketing	21,152.72	28,333.22	17,758.27
New Business Development	13,099.99	22,303.16	9,497.64
Total Marketing	34,252.71	50,636.38	27,255.91
Travel			
Travel & Ent	81,790.44	83,689.27	92,691.94
Accommodations/Lodging	9,450.57	0.00	0.00
Travel Other	252.35	0.00	0.00
Total Travel	91,493.36	83,689.27	92,691.94
Miscellaneous			
Equipment Rental	2,666.67	980.93	2,208.25
Miscellaneous	946,957.62	223,238.26	35,622.22
Recruiting	101,249.26	97,672.77	37,689.52
Employee Training	17,035.41	-4,772.32	19,664.69
Employee Events	2,731.03	0.00	0.00
Business Meals - Non-Travel	5,508.81	0.00	0.00
Professional Fees	328,162.80	283,966.72	194,010.58
Reimbursable Expense	0.00	-3,044,884.22	-1,114,498.06
Employee Incentive Award	2,796.49	0.00	0.00
Total Miscellaneous	1,407,108.09	-2,443,797.86	-825,302.80
Total Operating Expense	6,650,738.56	1,325,563.42	1,561,647.79
Operating Profit	539,656.90	593,309.65	559,412.28
Other Income/Expense:			
Other Income			
Claims Reimbursement	118,755.78	111,908.86	94,048.81
Reimbursement Uniform	10,295.54	9,553.22	6,595.37
Intercompany Management Fee Income	1,196,843.97	1,028,187.71	797,111.31
Other Income	44,791.78	68,095.39	8,444.42
Total Other Income	1,370,687.07	1,217,745.18	906,199.91
Other Expense			
Interest Expense	7,546.63	8,333.82	16,953.39
Depreciation Expense	142,676.40	166,444.04	167,290.63
Intercompany Management Fee Expense	1,186,381.35	1,028,254.33	797,111.31
Taxes	103,834.35	112,653.99	110,053.96
Total Other Expense	1,440,438.73	1,315,686.18	1,091,409.29
Net Other Income	69,751.66	97,941.00	185,209.38
Net Income	469,905.24	495,368.65	374,202.90

PARKING SOLUTIONS, INC. Balance Sheet			
	TOTAL 2008	TOTAL 2007	TOTAL 2006
ASSETS			
Current Assets			
Total Checking/Savings	(127,743.67)	(167,840.51)	313,206.27
Accounts Receivable			
1200 - Accounts Receivable	1,863,463.62	1,840,820.81	782,228.75
Total Accounts Receivable	1,863,463.62	1,840,820.81	782,228.75
Other Current Assets			
1202 - A/R Other	20,961.72	-	-
1203 - Customer validation receivable	5,121.00	22,618.40	5,122.00
1250 - Taxi Vouchers	51.00	4,719.44	-
1300 - Intercompany Funds Transfer	-	(115.63)	-
Total Interco AR	1,001,230.71	10,002.44	-
1591/1594 - Clearing Account	(31,010.07)	(36,066.87)	-
1499 - Undeposited Funds	54,550.38	47,328.78	-
1590 - Prepaid Expenses	307,645.38	178,455.75	177,699.15
Total Other Current Assets	1,358,550.12	226,942.31	182,821.15
Total Current Assets	3,094,270.07	1,899,922.61	1,278,256.17
Fixed Assets			
1600 - Equipment			
1601 - Equip-Office	84,258.89	83,182.84	94,192.74
1603 - Equip-Operations	56,129.89	56,129.89	56,129.89
1605 - Equip-Easton	2,364.84	2,364.84	2,364.84
1606 - Equip-Hampton Col	-	6,045.00	6,045.00
1607 - Equip-Mortons	-	998.28	998.28
1600 - Equipment - Other	193,629.44	139,431.15	95,002.58
Total 1600 - Equipment	336,383.06	288,152.00	254,733.33
1660 - Vehicles	140,920.80	84,096.48	65,511.07
1700 - Accum Deprec-Equipment	(247,818.33)	(226,797.36)	(180,607.12)
1710 - Accum Depr-Furniture/Fixtures	(31,754.04)	(25,506.07)	(17,308.99)
1750 - Accum Deprec-Shuttle	(425,227.65)	(344,864.35)	(253,615.16)
1610 - Furniture & Fixtures	59,757.05	39,971.89	39,971.89
1630 - Leasehold Improvements	46,896.42	46,896.42	46,896.42
1650 - Shuttle	471,175.32	446,577.32	471,139.65
1730 - Accum Depr-Leasehold Imp	(46,896.42)	(43,801.02)	(37,614.80)
1760 - Accum Depreciation - Vehicles	(31,742.19)	(35,329.60)	(27,583.93)
1700 - Accum Depreciation Equipment	(7,056.00)	(3,528.00)	-
Total Fixed Assets	264,638.02	225,867.71	361,522.36
TOTAL ASSETS	3,358,908.09	2,125,790.32	1,639,778.53
LIABILITIES & EQUITY			
Liabilities			
Current Liabilities			
Accounts Payable			
2000 - Accounts Payable	1,123,989.66	316,264.46	136,199.99
Total Accounts Payable	1,123,989.66	316,264.46	136,199.99
Other Current Liabilities			
2005 - N/P Psi	-	-	-
2020 - Accrued Expenses			
2021 - Accrued Liability Insurance	169,441.28	3,549.45	-
2022 - Accrued Profit Sharing	-	-	113,305.09
2023 - Accrued Payroll Expense	297,184.43	347,678.47	217,777.66
2024 - Accrued Worker's Compensation	107,946.02	99,354.88	72,487.48
2031 - Accrued Expense	-	7,102.55	18,727.27
2035 - Accrued Corporate Expense	-	3,000.00	10,000.00
2020 - Accrued Expenses - Other	85,425.15	11,080.00	5,291.55
Total 2020 - Accrued Expenses	659,996.88	471,765.35	437,589.05
2021 - Line of Credit	-	124,068.27	-
2027 - AP - Other	-	-	-
2060 - Credit Card Processing	-	70.87	-
2096 - Unearned Revenue	8,571.32	86,832.13	-
2040 - Accrued Revenue	-	-	(13,823.41)
2040 - Accrued Revenue - Other	-	-	6,700.15
2041 - Accrued Revenue Lake West	-	6,700.15	(7,123.26)
Total 2040-Accrued Revenue	-	6,700.15	19,159.24
2040 - City Income Tax Payable	-	-	3,557.32
2094 - Payroll Processing - Huntington	16,968.19	(1,374.50)	-
2222 - Insurance Liability	-	-	-
2223 - Shuttle Insurance Liability	-	-	-
2224 - Workers Comp Liability Ins	-	-	-
Total 2222 - Insurance Liability	-	-	-
Total Other Current Liabilities	685,536.39	688,062.27	453,182.35
Total Current Liabilities	1,809,526.05	1,004,326.73	589,382.34
Long Term Liabilities			
2410 - Deposit Liabilities	5,000.00	5,000.00	-
2410 - Deposit Liabilities	5,000.00	5,000.00	-
2502 - Loan Payable Company Vehicle	-	13,555.69	22,742.38
2503 - Loan Payable Company Vehicle	25,036.34	-	-
2504 - Loan Payable Company Vehicle	42,267.68	-	-
2510 - Loan Payable Huntington	-	24,060.12	152,578.44
Total Long Term Liabilities	77,304.02	47,615.81	175,320.82
Total Liabilities	1,886,830.07	1,051,942.54	764,703.16
Equity			
3000 - Opening Bal Equity	-	-	(5,281.10)
3900 - Retained Earnings	1,559,340.76	1,118,493.15	592,212.84
3901 - *Retained Earnings	1,421,186.64	806,718.12	352,667.53
Net Income	469,905.24	495,368.65	374,202.90
3925 - Adjusted Retained Earnings	-	-	(156,941.04)
3200 - Additional Paid in Capital	16,120.81	16,120.81	16,120.81
3800 - Capital Stock	500.00	500.00	500.00
3900 - Retained Earnings	(1,923,300.43)	(1,066,756.71)	(26,738.57)
3950 - Shareholder Distribution	(71,675.00)	(296,596.24)	(271,668.00)
Total Equity	1,472,078.02	1,073,847.78	875,075.37
TOTAL LIABILITIES & EQUITY	3,358,908.09	2,125,790.32	1,639,778.53



B. Ability to Secure Financing

Parking Solutions is seeking qualification on the management of the Parking System Garages & Lots only. PSI has a 1 million dollar line of credit with Huntington Bank that can be used to satisfy the capital requirements of this contract.